

CAJ

THE CANADIAN ARMY JOURNAL 20.1



Vigilans: 1st Canadian Ranger Patrol Group

Start with Why: Selection and Maintenance of the Aim on Exercise MAPLE RESOLVE



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THE CANADIAN ARMY JOURNAL



CANADA'S PROFESSIONAL JOURNAL ON ARMY ISSUES

The *Canadian Army Journal*, a refereed forum of ideas and issues, is the official publication of the Canadian Army. This periodical is dedicated to the expression of mature professional thought on the art and science of land warfare, the dissemination and discussion of doctrinal and training concepts, as well as ideas, concepts, and opinions by all army personnel and those civilians with an interest in such matters. Articles on related subjects such as leadership, ethics, technology, and military history are also invited and presented. The *Canadian Army Journal* is central to the intellectual health of the Canadian Army and the production of valid future concepts, doctrine, and training policies. It serves as a vehicle for the continuing education and professional development of all ranks and personnel in the Canadian Army, as well as members from other environments, government agencies, and academia concerned with the Canadian Army, defence, and security affairs.

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EDITORIAL

It is a tremendous honour and privilege for me to pen this editorial as the Editor-in-Chief of the *Canadian Army Journal* (CAJ). As CAJ marks the 75th anniversary of its inception, it is fitting to acknowledge the invaluable role played by the previous editors who successfully carried the tradition of the intellectual development of the Canadian Army through this journal. I remain grateful to Lieutenant-Colonel (LCol) Michael A. Rostek (Retired) for guiding me as I transitioned into my new role and kindly agreeing to serve as a member of the Editorial Board. I also owe my gratitude to LCol Andrew Godefroy, who continues to offer his guidance and support to the publication. CAJ thrives due to the significant part played by each of the esteemed members of the Editorial Board. It is essential to recognize the role played by external reviewers from Canada and across continents who help maintain a robust peer-review process.

I feel fortunate to have an incredible editorial staff and to receive immense support from the Canadian Army Land Warfare Centre. I take this opportunity to acknowledge the significant contributions of Colonel Jim W. Smith, LCol J. M. A. Carrier, Major (Maj) John Bosso, Maj Bruce Rolston, Mr. Peter Gizewski and Dr. Nancy Teeple to CAJ and its journey ahead. Each CAJ edition is possible because of the enormous support we receive from the Army Publishing Office and their passionate team: Susan Russell, Francine Lefebvre, Rebecca Abrams and Brandon Denard. Equally noteworthy is the assistance from Director Army Public Affairs (DAPA) in enhancing CAJ's outreach. We continue to work with CADTC on the CAJ webpage, and we hope you like the new look, styling and additional content, including the Tactical Decision Games series. I would also like to express my gratitude to Maj Jayson Geroux and LCol Amos Fox for their constant support to the journal and its initiatives.

The CAJ 20.1 issue is dedicated to the theme of the Canadian Rangers as they commemorated their 75th anniversary in 2022. The initial pages are graced by forewords from Brigadier-General N. D. Stanton, Colonel Benoit Mainville and Chief Warrant Officer M. D. Egan. This issue hosts five thematic feature articles, one from each Canadian Ranger Patrol Group (CRPG). From 1 CRPG, Sergeant Andrew Lory offers an insight into the experience of a Ranger instructor and what it means to serve in the "true North." Maj Hilaréguy and Captain (Capt) Pagé take the readers through the contemporary history of 2 CRPG and the communities where the Rangers live and operate. Capt Camilo Olea-Ortega of 3 CRPG provides a detailed overview of the unit's history and contemporary contributions to the communities in its area of responsibility. Maj Geoffrey Robinson sheds light on the unique aspects of 4 CRPG and its sister alliance with the Australian North West Field Force. Further, LCol John Cross takes us through the chronological evolution of 5 CRPG and the steady growth of the Canadian Rangers Corps thanks to renewed attention and increased resources.

Accompanying the theme-based articles are notable contributions on a range of pertinent subjects. LCol Guillaume Olivier undertakes an in-depth analysis of the replenishment of ammunition and explosives and presents a proposal for achieving operational readiness. Addressing the crucial subject of mental health challenges faced by military personnel, the seventh feature article delves into the need to reconcile trauma and grief and explains the benefits of the Grief Reconciliation Training program. I urge you to read and reflect on the riveting account of two Second World War veterans, Privates Edmond Arsenault and Hermas Gallant, by Jean-François Born. It is heartening to share that Edmond Arsenault celebrated his 100th birthday in 2022. We at CAJ thank him for his service and sacrifice. Rounding out the feature articles, LCol Chelsea Braybrook and Jesse van Eijk offer a thought-provoking examination of Exercise MAPLE RESOLVE. These articles are followed by incisive book reviews from Captain Alexander Landry and Major (retired) Murray Robertson. In the Stand-Up Table section, we feature a rebuttal by Major Thomas Nelson. I welcome your comments and suggestions for improvement and hope you enjoy reading the issue.

Lastly, we are experiencing uncertain times with a transitioning world order, renewed major power competition and an ongoing war in Europe. Concurrently, we are working towards reconstituting and nurturing an inclusive and positive culture where every person can thrive to the best of their abilities. These developments and pursuits remind us of the challenges and opportunities that modern militaries, such as ours, face. It also calls for informed and nuanced debates and discussions on pertinent subjects. At CAJ, we believe in the journal's potential to be an instrument of intellectual growth and a platform for professional discourse and scholarly debates that benefit our forward-looking, ready and thinking Army. As we embark on this ambitious journey, I hope to receive continued support from our contributors, our reviewers and, most importantly, you, our valued readers.

Aditi Malhotra, Ph.D.
Editor-in-Chief



FOREWORD

It is a great privilege for me to provide the foreword for this special *Canadian Army Journal* – Canadian Rangers Edition. 2022 marked a significant milestone for the Canadian Ranger Corps as they celebrated 75 years of proud and distinguished service. As a Reserve sub-component, our Canadian Rangers are an integral part of the Canadian Army and serve in numerous communities from coast to coast across our great country. While their tasks and capabilities have evolved over the years, the role of the Canadian Rangers is to provide a Canadian Armed Forces (CAF) presence and a local operational capability. Concurrently, they offer support to community resiliency in sparsely settled and remote northern, coastal and isolated areas of Canada, which cannot be expeditiously supported by other elements of the CAF.

The Canadian Rangers continually contribute their valued service by helping communities during challenging events such as floods and fires and assisting in ground search and rescue operations. Our Canadian Rangers have proven themselves to be highly adaptable, as seen during their participation and support in recent operations, including Operation (Op) LENTUS (responding to floods and wildfires), Op LASER and VECTOR (providing a COVID-19 response) and Op NANOOK (demonstrating sovereignty).

The Canadian Rangers' 75th anniversary (CR75) marked a new chapter of their distinguished history, with many events and Canadian Ranger Corps recognition initiatives throughout 2022. At the Canadian Ranger Rendezvous, which took place in Victoria, BC, during the long weekend in May, "The Year of the Canadian Ranger" was officially kicked off with various training activities highlighting Canadian Ranger capabilities. A parade and ceremony took place at the BC lieutenant-governor's residence, formally recognizing the 75th anniversary with the Governor General as the reviewing officer (wearing a Canadian Ranger uniform). In attendance were the Minister of National Defence, the Chief of Defence Staff, the Commander Canadian Army, and the senior Army leadership—a rare and distinguished way to recognize our Canadian Rangers.

Throughout 2022, we saw our Canadian Rangers participate in national and regional events to mark their anniversary. Canadian Rangers participated in the National Sentry Program, and the 2022 Canada Army Run's theme was CR75. The Canadian Rangers have also been featured on CAF social media and the Canadian Army podcast. Please read and listen to the stories of our Canadian Rangers.

Along with establishing the Directorate Canadian Rangers, the Canadian Ranger Enhancement (CRE) initiative was launched recently. The CRE initiative will work to enhance the readiness of the Canadian Rangers by conducting a comprehensive review of the organization, structure, policies, training, and equipment. This review will ensure that the CAF can effectively deliver on its commitments made in Canada's defence policy, *Strong, Secure, Engaged*. It will also help the Canadian Rangers evolve to meet present and future challenges as part of the Canadian Army.

Given the spectrum of cultures in the many communities that Canadian Rangers serve, we will ensure that the underlying culture of respect and inclusion remains our core belief. Many Canadian Ranger personnel are leaders within their communities, are proud of their cultural heritage and play a crucial role in passing traditions to future generations. For this reason, a strong relationship exists between the Canadian Rangers and the Junior Canadian Rangers (JCR). The JCR will see a significant milestone in 2023 as they celebrate their 25th anniversary.

In closing, I want to thank the collective Canadian Ranger Corps and Canadian Army team for their efforts in planning and successfully conducting the CR75 events in 2022. I thank every one of you who engaged in the past year in national and local activities to recognize the "Year of the Canadian Ranger"!

Vigilants

Brigadier-General N. D. (Nic) Stanton, OMM, MSM, CD
Director General Army Reserve



FOREWORD

In May 2022, I left my command of 2nd Canadian Ranger Patrol Group (2 CRPG) after a tour of five years. Leaving this exceptional unit was difficult for me, as I truly loved those valiant and dedicated Canadians who, through the COVID-19 pandemic and dozens of ground search and rescue operations, demonstrated their commitment toward their fellow citizens, day after day. When asked to serve as the new director of the Canadian Ranger Corps—especially as we celebrated its 75th anniversary—I felt extremely privileged, grateful, and humble, as this was not an opportunity I expected to come after 36 years in the Canadian Army.

With limited support, the Canadian Rangers continue to impress Canadians daily with their commitment to others and their ability to respond quickly whenever called upon. Annually, they save dozens of lives by conducting ground search and rescue operations and allowing families to grieve and obtain closure by recovering their lost loved ones. Our Rangers reduce suffering in their communities by assisting in times of crisis and teaching their southern colleagues critical survival skills in some of the most austere environments.

Beyond their military functions, Canadian Rangers are community leaders and role models, and they play a crucial role in fostering our country's youth through the Junior Canadian Rangers Program. Every day, our Canadian Rangers are influencing Canada's future by providing our youth with a challenging and rewarding program based on practical skills and cultural practices in a fun and friendly environment.

We must look toward our future as we celebrate the “Year of the Canadian Ranger” and recognize their distinguished history and commitment to Canadians over the last seventy-five years. Double-hatted as the Canadian Army Headquarters Director Canadian Rangers and the Director Canadian Ranger Corps, I have been given a clear mandate to revitalize the Canadian Ranger Corps, enable the Canadian Rangers of today, and define the enhanced Canadian Rangers of tomorrow. To accomplish that, the Canadian Army has brought together several experienced and enthusiastic individuals solely dedicated to the advancement of the Canadian Rangers. With me, I have the Corps Sergeant Major, Chief Warrant Officer Michael Egan, who is working tirelessly with the group Sergeants major to establish a Corps identity that is respectful of our most cherished strength (i.e. our diversity of cultures, our traditions and our heritage). While the Director Canadian Rangers staff is currently devoted to improving the conditions for Canadian Rangers and the CRPG HQ staff of today, the Canadian Rangers Enhancement team is working to define the Canadian Rangers of tomorrow and empower them to successfully meet future demands and challenges that are inherent to being part of the One Canadian Army.

While we must be methodical in our approach, we will proceed with speed as we leverage our vast experience with modernization that has been ongoing for some time. We will address the issues that have been known for years but have continued without any real change. In our efforts, we are not alone. We feel the commitment of the Canadian Armed Forces leadership and benefit considerably from the knowledge and experience of the Canadian Rangers Corps community. Throughout this endeavour, the voices of the CRPG command team, Ranger instructors, headquarters staff, and honorary lieutenant-colonels will be heard, and so will the voices of the Canadian Rangers themselves. It is our Corps to all of us, the Canadian Rangers are its soul, and the Junior Canadian Rangers are its future. The Corps Sergeant-Major and I will seize every opportunity to get to know as many of the Corps as we can, share our thoughts, take ownership of the issues, and build on their solutions whenever we can.

To conclude, I want to thank my predecessors, the Canadian Ranger Corps, and the Canadian Army team for their efforts toward the series of successful CR75 events that happened throughout 2022. I thank every one of you who engaged in the national and local activities to recognize the Canadian Rangers in 2022 and are preparing for 2023, we celebrate the Junior Canadian Rangers' 25th anniversary, which will culminate with a closing ceremony in Nunavik in January 2024.

Vigilants

Colonel Benoit Mainville, CD
Director Canadian Rangers Corps



FOREWORD

When presented with the opportunity to write a foreword, I thought that it would be an excellent occasion to introduce myself to the wider Canadian Ranger community, expand upon the role of the Directorate Canadian Rangers (DCR) and communicate my priorities.

Firstly, I consider myself fortunate to be afforded this opportunity. Having seen Canadian Rangers in action, I remain highly impressed by their skills and the importance of the work they perform. I also want to recognize the contributions of the Canadian Ranger Patrol Group (CRPG) command teams, Ranger instructors, headquarters staff, honorary lieutenant-colonels and civilian partners who come together to set the conditions that allow Canadian Rangers to succeed.

I have been a member of the Primary Reserve for over 36 years, all of it spent on the East Coast, initially with the Prince Edward Island Regiment, then 36 Canadian Brigade Group, and finally with 5 Division Headquarters. In each of these positions, I learned a great deal about the number of truly dedicated professionals serving in the Canadian Armed Forces (CAF). Having learned of the tasks Canadian Rangers have accomplished over the years, I am extremely proud to associate myself with this community.

I want to recognize and thank Lieutenant-Colonels J. P. Roy and Lori Payne, former directors of the DCR, and welcome Colonel Mainville in this new capacity. They, as well as the DCR staff, with the assistance of the CRPGs, have done yeoman's work in achieving several accomplishments in a very short time. These achievements have set the conditions by which we can collectively continue to work towards achieving the goals set out in the Canadian Ranger Enhancement initiative.

As the first DCR CWO, I recognize that my learning curve will be steep, but it is one that I am happy to take on. I want to emphasize that the role of the DCR is not to act as another layer of command between the divisions and the CRPGs. Rather, we are an advisory link between the Canadian Rangers and the Commander of the Canadian Army. In September 2021, at Army Council, Major-General St-Louis commented on the high visibility being placed upon the Canadian Rangers. This attention is certainly positive, as it highlights the value of the Canadian Rangers and the Junior Canadian Ranger program. However, we need to ensure that the force employment model—which tells the narrative of who Canadian Rangers are, what tasks they perform, the resources they require and the policies that govern them—are communicated well and understood.

I often find it helpful to identify my priorities, and while they are subject to change, I have identified the following objectives:

Foster lines of communication

It is tremendously important to have regular exchange of information where issues impacting Canadian Rangers are identified, their impacts studied and understood, and solutions offered. The key aspect I wish to foster is that communication needs to flow both ways and give voice to all within the Canadian Ranger Corps. Ideas only become great when they are shared. Affording opportunities to facilitate the sharing of information at all levels is something I wish to establish.

Ensure a respectful environment

The Army Sergeant Major, CWO Jim Smith, summed it up perfectly. We need to ensure that we foster a culture of respect. Leadership is not rank-based, and everyone needs to play a part. I have learned that some CRPGs have adapted the anti-hatred briefs to better reflect cultures in their areas of operation. Initiatives such as this are critical to ensuring the importance of an inclusive team where everyone can feel safe and can contribute to the best of their abilities.

The Canadian Ranger Corps and the 75th anniversary

The year 2022 marked a significant milestone for the Canadian Ranger community as the Canadian Ranger Corps was re-established, and the community celebrated their 75th anniversary. I attended the parade in Victoria, BC, which saw Her Excellency the Right Honourable Mary Simon, Governor General of Canada, wearing a Canadian Ranger uniform and inspecting a guard comprised entirely of Canadian Rangers. What a memorable moment!

I will also be working on examining various policies and directives that we need to operate under as the Canadian Ranger Corps. To do so, I will leverage the experience of the CRPG command teams and other invested parties within Army Headquarters.

Over the coming months, I will engage with a number of parties and communicate the narrative of Canadian Rangers internally within the CAF and externally to other government departments about the capabilities, limitations, and challenges that Canadian Rangers face. I recognize the nuances that exist between the various CRPGs. Understanding these differences is critical, especially as we reintroduce the concept of the Canadian Ranger Corps.

Colonel Mainville and I look forward to visiting the CRPG HQs and Canadian Ranger patrols to better understand the areas in which you operate and the challenges you face.

Regards,

Chief Warrant Officer M. D. (Michael) Egan, MMM, CD
Director Canadian Rangers Sergeant Major

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The *Canadian Army Journal* (CAJ) is proud to host a regular TDG series on our website at <https://www.canada.ca/en/army/services/canadian-army-journal.html>. Led by Major Matthew Rolls, this recurring online series will provide a resource for military trainers, motivated self-learners, and interested tacticians to better understand the military art, tactical decision-making and the role that the commander plays in battle. CAJ readers are invited to try our TDGs, submit answers for critique, and suggest future ideas for the series. For more information, visit our website or contact us at thearmyjournal@forces.gc.ca.

CONTENTS

10 VIGILANS: 1st CANADIAN RANGER PATROL GROUP

Sergeant Andrew Lowry

**16 QUEBEC'S 2nd CANADIAN RANGER PATROL GROUP:
A CONTEMPORARY HISTORY**

Major Nicolas Hilaréguy and Captain Julie L. Pagé

28 3rd CANADIAN RANGER PATROL GROUP

Major T. M. Bell

**36 A SISTER ALLIANCE: 4th CANADIAN RANGER PATROL GROUP
AND AUSTRALIA'S NORTH-WEST FIELD FORCE**

Major Geoffrey Robinson

44 5th CANADIAN RANGER PATROL GROUP: SENTINELS OF THE EAST

Lieutenant-Colonel John Cross

**52 STRATEGIC REPLENISHMENT OF AMMUNITION:
A PROPOSAL TO ACHIEVE OPERATIONAL READINESS**

Lieutenant-Colonel G. Olivier





66 PROACTIVE APPROACH TO RECONCILING GRIEF PAVES A PATH TO RESILIENCE FOR THE CANADIAN ARMY

J. Hatanaka, L. Chambers, S. Nakagawa, A. Varga, J. Lee

76 PRIVATES EDMOND ARSENAULT AND HERMAS GALLANT, THE GOTHIC LINE AND REMEMBRANCE

Jean-François Born

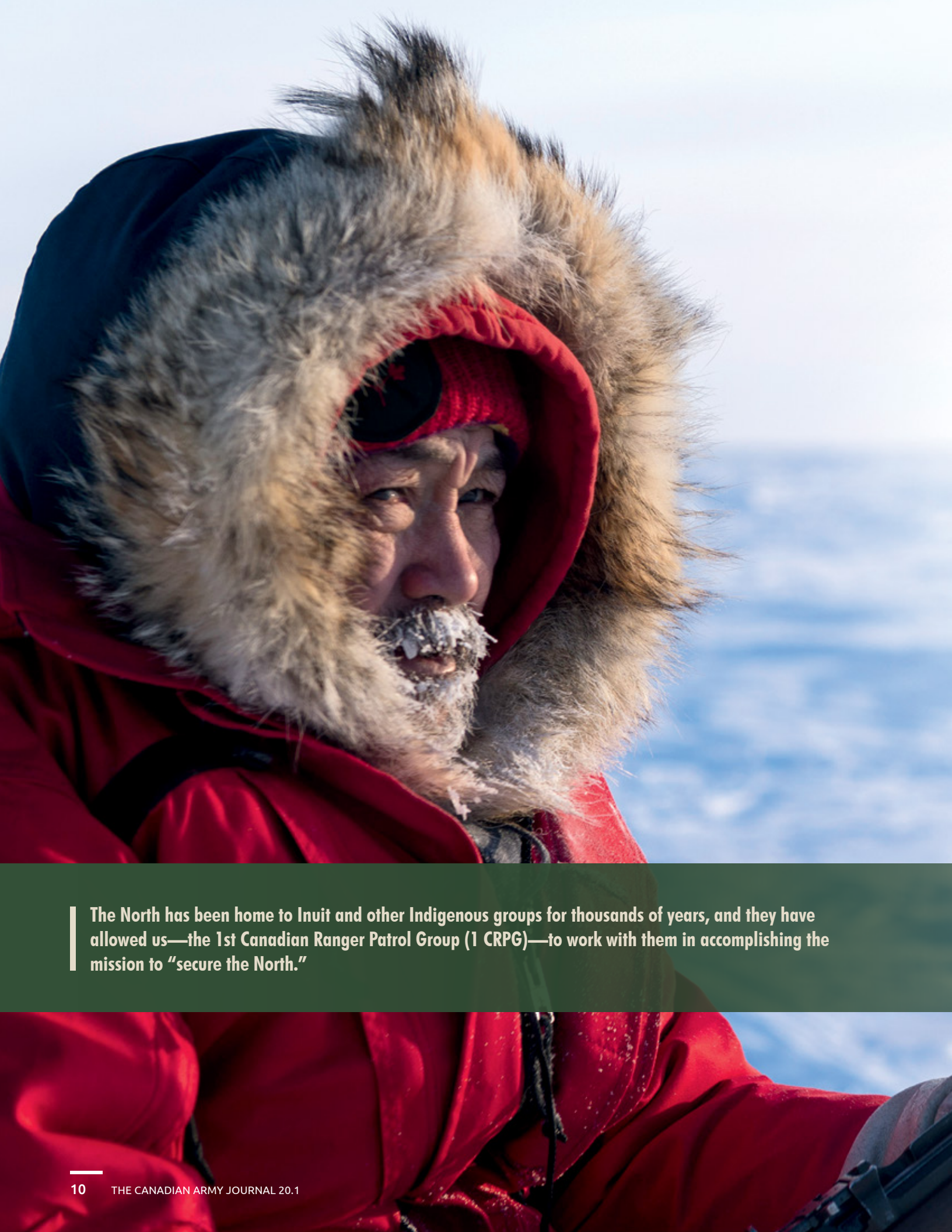
84 START WITH WHY: SELECTION AND MAINTENANCE OF THE AIM ON EXERCISE MAPLE RESOLVE

Lieutenant-Colonel Chelsea Braybrook
Lieutenant-Colonel Jesse van Eijk

92 RESPONSE TO "REBUTTAL: CAPTAIN NELSON'S ARTICLE 'THE INFLUENCE OF THE OPIUM TRADE ON CONFLICT WITHIN AFGHANISTAN'"

Major Thomas Nelson

94 BOOK REVIEWS



The North has been home to Inuit and other Indigenous groups for thousands of years, and they have allowed us—the 1st Canadian Ranger Patrol Group (1 CRPG)—to work with them in accomplishing the mission to “secure the North.”



VIGILANS:

1st CANADIAN RANGER PATROL GROUP

Sergeant Andrew Lowry, CD

When you think of the Canadian North, you are automatically drawn to the old images of snow, dog teams, igloos, people dressed in various types of fur, and severe cold. This perception holds true even today. The North is a vast area populated by many Indigenous groups across the three territories. To put this into perspective, in Yukon, almost 23% of the population is Indigenous.¹ The territory is home to 14 First Nations and Eight languages. Indigenous groups in Yukon include the Carcross/Tagish First Nation, Kluane First Nation, Kwanlin Dün First Nation, Tr'ondëk Hwëch'in, the Tlingit and Vuntut G'witchin. In the Northwest Territories, 51% of the population is made up of Indigenous people, with eight cultural groups including the Dene, Sahtu, Inuvialuit and Métis.² In addition to English and French, there are nine other official languages, including Gwich'in, Inuvialuktun, Inuktitut, Tłıchǝ and Cree. In Nunavut, approximately 86% of the population is Indigenous,³ and almost 98% of the people in Nunavut speak Inuktitut as a first language, although the dialects may vary based on region and community.

The North has been home to Inuit and other Indigenous groups for thousands of years, and they have allowed us—the 1st Canadian Ranger Patrol Group (1 CRPG)—to work with them in accomplishing the mission to “secure the North.” It may be challenging for an average Canadian to truly fathom the vastness of the land where 1 CRPG operates and patrols. “We the North” may be associated with Toronto, but it is more apt for 1 CRPG. In short, 1 CRPG is the true “We the North.” This piece describes my personal experience as a Ranger Instructor with 1 CRPG.

THE WATCHERS

Headquartered in Yellowknife, the capital of the Northwest Territories, 1 CRPG falls under the command of the Canadian Army's 3rd Canadian Division in Edmonton. 1 CRPG Headquarters has a strength of 67 members of the Regular and Reserve forces who work closely with elements of Joint Task Force (North) and 440 Transportation Squadron (the “Vampire” Squadron). The area of operations stretches from the 60th parallel to the northern tip of Ellesmere Island, spanning the Northwest Territories, Yukon and Nunavut. It is approximately 4 million km² covering 40% of Canada's land mass and 75% of its coastal region.



Source: Combat Camera

With an authorized strength of 1,700 Canadian Rangers, we are responsible for patrolling 65 communities and their surrounding waterways. Additionally, we have almost 1,400 Junior Canadian Rangers in 44 locations. Supported by a small Headquarters staff, 1 CRPG is the “largest unit in the Canadian Armed Forces (CAF), both numerically and geographically.”⁴ We are the CAF’s “eyes, ears and voice of the North,” which is well reflected in our motto, “Vigilans,” best translated as “The Watchers.”

WE THE NORTH

Soon after arriving in Yellowknife, the first thing one notices as a Ranger Instructor is its openness. Yellowknife sits on the Canadian Shield and is therefore surrounded by the same rock features that can be found in northern Ontario. You can drive on the Ingraham Trail and be surrounded by the rocks and their changing colours. This breathtaking scene continues in all the other locations in our area of responsibility. Similarly, the colours and brightness of Baffin Island in Nunavut are so dramatic that they make an indelible impression. When you get there, the first question you ask yourself is, “Where are the trees?” For anyone who has lived below the 60th parallel, the idea of not seeing any form of greenery appears unreal. It also makes a person increasingly aware of how hard life is in the winter with no shelter from the elements. The cliffs and valleys on Baffin Island are so dramatic and breathtaking that the Grand Canyon may appear mediocre in comparison.

The mountains of Yukon are equally spectacular. At times, they are awe-inspiring due to the distinct differences in tree size and greenery compared to the Northwest Territories. The abundance and diversity of material and wildlife in Yukon resembles what a Ranger may be used to in other areas of 1 CRPG. The wilderness of the Northwest Territories is remarkable, especially given the variation in terrain from the Mackenzie and Richardson Mountain ranges in the West to the tundra and the Canadian Shield.

Flying over this terrain makes a Ranger Instructor truly appreciate the greatness of the area and how difficult it is to live, survive and patrol there. Another unique feature that can be seen from the air is the string of old radar sites that were erected during the Cold War. These large and extensive radar facilities are located throughout the Canadian North. Some are just outside the towns; others can be visited only by land or sea. Occasionally we have patrols visit the facilities and send back reports, but most of the maintenance these days is conducted by private companies that fly people to the locations by helicopter. The presence of dog teams, winter festivals, and traditions that are held dear by the people in Yellowknife make it different from other regions. This sort of diversity offers a Ranger Instructor the essence of living in three different places while being posted in one.

THE RED HOODIES

The Rangers have traditional skill sets and lifestyles. They have unique beliefs and are religious. They also share a profound sense of giving back to the Earth as a mark of respect. They have a deep faith that the Earth will provide people with the means to survive and prosper. The Rangers are keepers of traditions. They are well respected and seen as leaders in their communities. Within 1 CRPG, it is common to have several Rangers who are in their 70s or 80s, with service of 52 years or more and 4 bars on their CDs. One such Ranger is Corporal Ookookoo Qaunaq from Pond Inlet, who became a member of the Canadian Rangers in September 1964.

As a group, 1 CRPG has more women serving in patrols (36%) than the Canadian Armed Forces average. They are dedicated to the Ranger group, feel a deep sense of patriotism to Canada and are deeply connected to their rich cultures. The skill sets of the Rangers vary from one area to another. In a fishing town, the Rangers would be skilled in catching seals, narwhal, arctic char or beluga. In another community, such as in the Yukon, they would hunt moose and muskoxen based on the direction the animals are moving at the time. The Rangers of the North are experts on the environment and the land. Their ability to adapt to changing conditions and the environment is incredible. They are great sharpshooters who survive by living off the land and use everything they kill.

Oral histories are a crucial part of Indigenous cultures. The Rangers share marvelous stories, tales and lessons that have been passed on from generation to generation from elders. The marvels of oral history and local knowledge can be gauged from the discovery of HMS *Terror*, part of Sir John Franklin’s final expedition. In 2016, Ranger Sammy Kogvik from Gjoa Haven, Nunavut, was able to direct the Arctic Research Foundation (ARF) to the wreck of the *Terror*, found off the coast of King William Island. Utilizing his knowledge, the ARF and Parks Canada successfully located the remains of the ship. Similarly, in 2014, the wreck of Franklin’s other ship, HMS *Erebus*, was discovered with considerable assistance from Inuit oral history and traditional knowledge.⁵ The finding of the lost Franklin ships has been dubbed “the biggest archaeological discovery the world has seen since the opening of Tutankhamun’s tomb almost 100 years ago.”⁶ While many search parties and explorers had looked for the Franklin ships for years, the tradition of oral history kept the information alive and proved helpful in the search. Such success stories illustrate the very essence of the Rangers in Canada’s North, where accounts and local knowledge about the region are shared not through transcribed text or books but through oral narratives and culture.



Source: Combat Camera

UNIQUE TASKS AND EXERCISES

Every year, 1 CRPG is responsible for supporting various community tasks, activities and competitions. One such high-profile event is the Yukon Quest, held every February (since 1984). The event is a 1,000-mile (1,600-kilometre) international dogsled race held between Whitehorse, Yukon, and Fairbanks, Alaska. The starting point of the race alternates between Fairbanks and Whitehorse, and the competition lasts between 9 and 14 days, until the final dog team arrives at the finish line.

1 CRPG is tasked with supporting this winter event in various ways, including clearing the trails prior to the race from Whitehorse to the Alaskan border (483 kilometres). During the race, the Rangers are present at multiple contact points along the route to help with any medical needs or other issues until the race officials or medical teams arrive and take over the task. Each community along the route (5 to 6) is in charge of breaking up the 483-kilometre trail in the Yukon and connecting the trails with each other. Depending on the terrain, the task may require the use of power tools and chainsaws. The Rangers along the route accomplish this task deftly and effectively. At the end of the race, a Ranger Instructor is dispatched to Whitehorse to settle any claims or equipment usage rates from the patrols. This prestigious race has led to the creation of a very positive relationship between the dogsled race participants and the Canadian Rangers.

1 CRPG also supports other annual events and exercises such as the Operation (Op) NANOOK series, or N-Series, which includes Op NANOOK-NUNALIVUT, Op NANOOK-NUNAKPUT and Op NANOOK-TATIGIIT. These yearly exercises bring soldiers, sailors and aviators from the South to carry out various tasks and receive basic survival skills training in the North. Resolute Bay in Nunavut is usually the staging area for most of these exercises and receives assistance from the Canadian Armed Forces Arctic Training Centre (CAFATC). The participants learn basic snowmobile maintenance, mobility, small-unit cohesion and basic winter survival skills and implement them during the February exercises, when the average temperature hovers below -35°C for days on end.

In 2019, 1 CRPG helped 12^e Régiment blindé du Canada (12 RBC) with trials of new goggles and possible helmet replacements for the snowmobiles. In 2021, we supported the maiden voyage of HMCS *Harry DeWolfe* through the Northwest Passage. HMCS *Harry DeWolfe* became the first Canadian Navy ship in 67 years to sail through the Northwest Passage (the last similar voyage was completed in 1954).⁷ The Canadian Rangers from 1 CRPG were tasked to conduct communications with the ship when it was seen in the communities. The successful completion of the mission led to a stronger understanding of maritime ship-to-shore procedures. With the expanding fleet of the Arctic and Offshore Patrol Ships, we are likely to see increased

The Rangers are keepers of traditions. They are well respected and seen as leaders in their communities.

participation from the Royal Canadian Navy in the Northwest Passage. Similarly, the Rangers may be expected to support the Royal Canadian Navy's maritime sovereignty operations.

In addition, 1 CRPG is assigned to patrol and inspect the North Warning System radar sites that dot the coastline through the Northwest Passage. Although that activity has been scaled back since the early days of the Cold War, Canadian Rangers periodically visit the radar sites to check for damage caused by weather or wildlife and report back to North Bay.

Other tasks that 1 CRPG is involved in include Search and Rescue (SAR), support to courses such as the Arctic Operations Advisor (AOA) Course, the Canadian Forces School of Survival and Aeromedical Training and regional SAR operations. We also participate in Op LENTUS through response efforts, evacuation, assistance to displaced residents, and SAR operations. In 2021, Op LENTUS involved assisting communities in the Northwest Territories along the Mackenzie River. A state of emergency was declared by the territorial government because of the unprecedented floods in the region. The communities were significantly affected by flooding, and the Rangers were involved in evacuating the residents of several settlements in the Northwest Territories and Yukon as well.

RANGER INSTRUCTORS: PERSONAL REFLECTIONS

As Ranger Instructors, we all understand our jobs and duties, but it can be difficult to readily grasp the sheer amount of space that requires patrolling. The majority of the instructors come from Combat Arms trades and may have even perfected other trades within the military, with varying experiences depending on the length of service. However, we all have one thing in common: a lack of cultural understanding and knowledge about the people of the North. The dramatic differences in culture and language compared to the South can be overpowering at times.

All the Ranger Instructors arrive with a positive attitude. However, by the time we immerse ourselves in the different cultures and dialects and begin to understand the nuances, the process can become challenging to the point of exhaustion. Unlike the patrols conducted by other CRPGs, most of ours involve flying to different communities, which may require changing aircraft, location or clothing and refuelling several times. We are also in charge of eight patrols that allow us to drive, but even that can take up to 10 hours of travel time (to the farthest point, Fort Smith). It is not uncommon for a travel day to exceed 18 hours. As an Instructor, you must be ready and able to think on your feet, say what you mean and mean what you say.

Ranger Instructors must achieve a high level of competency in various skills ranging from snowmobile, all-terrain vehicle and chainsaw use to boating. On short notice, we may be required to become a human resources clerk, pay clerk,

Source: Combat Camera



Source: Combat Camera

stores person, company sergeant-major, platoon warrant, or platoon commander. Ranger Instructors are the proverbial Swiss Army knife™ of the CAF in the North. We must be able to conduct business by utilizing skill sets that are not common to most posted-in members. Those skills may include knowing how to fill out and process detailed paperwork usually handled by the orderly room, managing our Rangers with the skill set of a company sergeant-major, and maintaining several computer programs in the process. These skills must go hand in hand with a strong understanding of higher operations and how we fit into the big picture.

At times, you may feel judged by the Rangers and may even think that they have formulated an opinion about you at the first meeting. With experience, I have learned that we must always be professional but not rigid in military bearing, because Rangers (even though they are Class A reservists) must be treated somewhat differently and more considerably based on their unique cultures and beliefs. As professional soldiers, we are expected to know our soldiers and adapt to the changing group theory. Unlike the functioning in conventional units where all personnel have the same training, a Ranger Instructor must be aware of different ways of accomplishing tasks, based on distinct leadership principles and social skills. We are also taught how to conduct business properly and professionally. In the North, many cultural differences may become evident. For instance, the communities in the North tend to be less confrontational and more oriented toward group discussions. It is a non-commissioned officer's nightmare when timings are seen as an afterthought and may not be acceptable to all. However, that may be due to factors we are unaware of, such as an impending storm. But despite the challenges, our relationships with individual patrols and the Rangers are comparable to partnerships we develop in our units, with friendships continuing long after we get posted out or retire. Once you are connected to a Ranger or a Patrol, the bond is unbreakable.

Being a Ranger Instructor in 1 CRPG has been one of the most rewarding experiences in my 39-year military career. I have had the privilege of experiencing parts of Canada that very few Canadians have seen and living with people who call those places their home. I have expanded my personal traits and belief system and tried to learn something new

each day while out on patrol. The people I interact with are so generous and appreciative that they remind me of the value of considering different and newer ways of looking at things. I have attempted to speak Inuktitut, Dene and French. I have eaten seal, whale, arctic char, polar bear, black bear, caribou (tuktu), muskox and probably other types of meat that I was not aware of. (Personally, I would not recommend the fermented walrus!) I have seen mountains, fjords, rivers, lakes and glaciers from my tent. Most importantly, I have experienced life alongside Canadian Rangers, some of the most capable, interesting and proud members of the Canadian Armed Forces. 🍁

ABOUT THE AUTHOR

Sergeant Andrew Lowry, CD, has been a serving member of the Canadian Armed Forces for the past 42 years. He is currently posted to 1 CRPG as a Ranger Instructor. He served with all three battalions of his home regiment, the Princess Patricia's Canadian Light Infantry. Sergeant Lowry was also deployed on five missions overseas, two United Nations missions and several NATO exercises throughout Europe and the United States.

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QUEBEC'S 2nd CANADIAN RANGER PATROL GROUP: A CONTEMPORARY HISTORY

Major Nicolas Hilaréguy and Captain Julie L. Pagé

Did you know that the 2nd Canadian Ranger Patrol Group (2 CRPG) operates in an area covering 1.17 million km² (i.e. 75.8% of the province of Quebec)? First established in 1997, Quebec's Canadian Ranger (CR) organization has distinguished itself through its achievements and successes. This article provides an overview of the Group and the contemporary events that have shaped its history. It also covers the communities where the Rangers live, explores their major activities and features first-hand accounts of former members and serving Rangers.



Rangers in the AOR speak various languages, including Inuktitut, English, French, Cree, Innu and Naskapi. They train an average of 12 to 20 days per year and proudly represent the CAF and their communities.



2nd CANADIAN RANGER PATROL GROUP

2 CRPG celebrated its 25th anniversary in 2022. Since its inception, its mission has remained virtually unchanged. 2 CRPG provides a Canadian Armed Forces (CAF) military presence in Northern Quebec and on the North Shore for sovereignty protection and emergency preparedness. It provides the 2nd Canadian Division and Joint Task Force (East) with a light, self-sufficient and mobile Ranger force. Furthermore, 2 CRPG contributes to the development of youth in remote and isolated communities in Quebec through the Junior Canadian Rangers (JCR) program.

2 CRPG consists of 28 Canadian Ranger Patrols (CRP) and 35 Junior Canadian Ranger Patrols (JCRP), with members residing in almost every isolated community in its area of responsibility (AOR). The AOR is divided into three regions:

- Eeyou Istchee / James Bay (5 CRPs and 4 JCRPs);
- Nunavik (14 CRPs and 15 JCRPs); and
- North Shore (9 CRPs and 16 JCRPs).



Map is in French only.

Source: Department of National Defence



The Canadian Ranger Corps was established in 1947. In 1948, Puvirnituq was inaugurated as the first CRP in Quebec, followed by Ivujivik and Kuujuaq in 1960 and Harrington Harbour in 1961. The most recent CRPs were inaugurated in 2019: Unamen Shipu (La Romaine), Bonne-Espérance and Nemaska.

In Quebec, the first JCRP was established in 1995 in Nunavik, specifically in Puvirnituq, Salluit and Kuujuaq. JCRPs are made up of youth aged between 12 and 18 years. While the JCRs are not CAF members, they are part of a community youth program similar to the Cadet program that is sponsored by the Canadian Army through the CRs. JCRs have remained affiliated with their community's CRP or with a CRP in a neighbouring community. The most recent JCRP was established in 2016 in Lourdes-de-Blanc-Sablon. 2 CRPG has been working to develop CR and JCR patrols in three communities in Eeyou Istchee / James Bay, namely Oujé-Bougoumou, Mistissini and Waswanipi, and a JCRP in Nemaska.¹

CANADIAN RANGERS: A DIVERSE TEAM

The Rangers are Reservists. In Quebec, most Rangers are Indigenous: 41% are Inuit, 14% are Cree, 8% are Innu, 4% are Naskapi, and 2% are from other Nations; 31% are non-Indigenous, and 17% are women. Rangers in the AOR speak various languages, including Inuktitut, English, French, Cree, Innu and Naskapi. They train an average of 12 to 20 days per year and proudly represent the CAF and their communities. Their mandate is to support sovereignty operations, conduct or contribute to domestic CAF operations, and provide a military presence in the communities.² Rangers possess essential survival skills to ensure their effective performance in a harsh winter environment.

Unlike other members of the CAF, there is no mandatory retirement age for CRs. These Reservists can continue to serve in their communities as long as they feel physically and mentally fit to serve.³ Rangers who are unable to undertake activities in the field but wish to remain actively involved become advisors as elders. They serve as knowledge keepers and are crucial to ensuring cultural continuity. As living links to the past, elders are teachers, healers, advisors and mentors to the Rangers and the next generation of JCRs. Notably, 2 CRPG has a few Rangers aged 80 years and older, and several of them have been awarded the third and fourth clasp to the Canadian Forces' Decoration for their loyal service.

AN ACTIVE HEADQUARTERS

Since 2017, the headquarters (HQ) of 2 CRPG has grown significantly and currently has approximately 20 positions. The staffing supports the growth and autonomy of the patrols and prepares the group to face any challenges. The HQ is located outside the AOR in Saint-Jean-Sur-Richelieu, 40 km southeast of Montreal, with a satellite office in Val-Bélair, near CFB Valcartier in Quebec City. The HQ has made its mark with several initiatives.

1. Standardization of reference materials

The HQ developed the Canadian Ranger Handbook in 2017, which became the national standard for operations and training for the five CRPGs across Canada. It remains the reference tool for the Rangers. In addition, 2 CRPG standardized its internal administrative and financial procedures by developing the "Instructor Aide-Memoire," which details all procedures in place at the unit. The Group is currently working on establishing Ranger Competency Standards that clearly define the skills needed to be exercised during collective training of patrols.



Source: Department of National Defence

2. Standardization of individual training

Piloted by 2 CRPG, two courses were developed in 2016: the Canadian Ranger Basic Military Indoctrination Training for all CRs, and the Canadian Ranger Patrol Leadership Course for CR and JCR patrol commanders. 2 CRPG is currently developing several specialized courses for individuals who have a specific position within their patrols, such as combat clerks, radio operators, equipment managers, frontline maintenance workers, etc.

3. Improved equipment management

The establishment of storage containers in each community where patrols are located allows for the efficient storage of collective equipment and rapid access to military equipment required for training and operations. 2 CRPG has also implemented an annual re-supply by boat or by land, as well as by mail, for urgent needs. This has led to the optimization of the supply process.

A RICH CONTEMPORARY HISTORY

Over the past few years, the Group has successfully carried out several activities and operations. 2 CRPG is meeting challenges and demonstrating its versatility and expertise, making it a crucial partner in its AOR. It is important to highlight that Rangers remain at the forefront of a series of achievements, as stated below:

- On 3 April 2020, 2 CRPG became the first CAF unit to mobilize its members in response to the federal government's request for assistance from civil authorities and Indigenous Services Canada. Operation LASER was the CAF response to the COVID-19 pandemic and was the longest and largest mobilization of Rangers in a domestic operation.⁴ A total of 250 Quebec Rangers participated in the operation, which lasted 106 days in Quebec. The CRs were employed in 27 communities in the AOR.

Primary tasks and responsibilities included providing community support to vulnerable individuals and families that remained under lockdown. The group also supported the local COVID-19 awareness programs.

- Since 2009, the Rangers have been mobilized more than 170 times, averaging 14 ground search and rescue (GSAR) operations annually. The Rangers support civil authorities and therefore are mobilized only at the request of a police agency. For instance, they are called upon to conduct GSAR operations for missing persons or people in distress. The activation process is generally quick and takes less than 15 minutes, given that lives may be at risk. When the request reaches the group, there is usually no other rapidly deployable community resource with the knowledge or equipment of the CRs.

JUNIOR CANADIAN RANGER ACTIVITIES

2 CRPG hosted the JCR National Marksmanship

Championship – In May 2019, thirteen teams of five JCRs each gathered to compete in the national Daisy air rifle marksmanship competition. During their stay in Quebec City, the JCRs, accompanied by Rangers and instructors, participated in cultural activities to learn more about “la Belle Province.”⁵

The 25th edition of the JCR summer camp – This annual seven-day summer activity is undoubtedly the most popular and beloved JCR program event in Quebec. Since 1997, this gathering, named Camp OKPIAPIK, which means “small snowy owl” in Inuktitut, has been an opportunity for our JCRs to further their training in their community. The Camp provides a unique opportunity for JCRs to interact with youth from across the provinces and promote the transfer of Ranger skills as well as life and traditional skills. During the 2019 edition, approximately 220 JCRs aged 12–18 years, 40 Rangers, and about 30 HQ members attended the event. The 2020 edition was cancelled due to the pandemic, and the 2021 “revised” edition offered community camps in some communities and two regional camps in Nunavik.

Cultural development training sessions – 2 CRPG has organized four cultural trips for groups ranging from 12 to 16 JCRs accompanied by Rangers and instructors. These trips offer the JCRs an opportunity to experience various countries and cultures. The first edition of this initiative took place in Peru in 2011, and there was one in Nepal in 2014. A Canada-wide trip was held in 2018, and the 2019 last edition was in Quebec and Ontario.

RECENT CANADIAN RANGERS ACTIVITIES

- **Distribution of the C-19 in Quebec** – Long-awaited by the Rangers, the C-19 .308-calibre service rifle is the weapon replacing the Lee-Enfield British .303-calibre rifle. 2 CRPG was one of the first groups to distribute the C-19 to its Rangers and to donate or recover Lee-Enfield rifles. To be eligible to receive the C-19, Rangers must, among other things, have previously undergone an enhanced reliability check. This administrative task is very demanding, given the extensive paperwork to fill out and the long processing times. Completing those procedures could have resulted in significant distribution delays. However, the unit's careful planning and tremendous efforts allowed the C-19 distribution to be completed in two years, exactly on schedule.⁶
- **First Canadian Ranger participation in the Nijmegen Marches** – The international four-day march in Nijmegen and surrounding suburbs, in the Netherlands, consists of one 40-km march per day for four consecutive days. Participants wear military uniforms and march in formation with a load of at least 10 kg. In 2017, Ranger Kathy Green of the Saint Augustine CRP was part of the Army Headquarters team and was the first person from the Ranger Corps to participate in this march. In 2018, 2 CRPG sent a team of eleven people representing the cultural diversity of its patrols. This event promotes healthy lifestyles and fitness among the Rangers while setting a positive example for the JCRs.
- **Exercise AQIKGIK 2017** – This exercise, the first of its kind for the unit, involved travelling by snowmobile from community to community, visiting all 35 communities with patrols. The 120 participating members (100 Rangers and 20 HQ members) travelled approximately 3,700 km by snowmobile, met the AOR's CR and JCR patrols and built relationships with the communities. This northern expedition demonstrated the operational capability of the Rangers, the vitality of the JCRs and the importance of maintaining a sense of intergenerational cohesion between the two groups.⁷





Source: Department of National Defence

- Canadian Armed Forces Small Arms Concentration –**
 This annual shooting competition brings together approximately 300 shooters from Canada and allied countries such as Australia, the Netherlands, the United Kingdom and the United States. Since 1996, 2 CRPG has sent Ranger shooters to the event, and they have won numerous awards over the years. The best Ranger shooter of the five groups has the honour of being carried by their team in the sedan chair, which was made in 2013 for a woodworking school project with a sealskin seat, provided by Rangers from Puvirnituk, Nunavik.

THE RANGERS OF TOMORROW

Over the years, 2 CRPG has demonstrated that the Rangers possess unique skills to accomplish the assigned tasks. 2 CRPG continues to make strides in generating self-sufficient, mobile, lightly equipped Rangers and increasing the benefits available to the CRs. That said, challenges remain, as the optimization of Ranger capabilities and administrative and financial policies depend on various levels of decision-making within the Department of National Defence.

The key issues that the group is focused on are as follows: to continue the growth of the past several years, to remain a relevant and integral military actor within its AOR, and to generate task-capable patrols while conducting progressive, scalable, measurable and relevant training. Rooting and maintaining strong inter-organizational relationships with the communities in the AOR is critical to the group's ability to deliver on its mandate effectively.

The year 2022 marked the 75th anniversary of the Canadian Ranger Corps and the 25th anniversary of 2 CRPG. This remains an opportunity to recognize the outstanding work of the Rangers.



THE THREE REGIONS OF THE 2 CRPG AREA OF RESPONSIBILITY Eeyou Istchee / James Bay – ᐃᐱᐱᐱᐱ “the people's land”

Within the traditional territory of the Cree Nation of Eeyou Istchee, there are five CRPs and four JCRPs. Each of the five patrol communities is independently administered by a local government under the governance of the Board of Directors of the Grand Council of the Crees (Eeyou Istchee). These communities are part of the James Bay and Northern Quebec Agreement treaty signed in 1975 with the Government of Quebec. The treaty provides, among other things, financial compensation in exchange for the Government of Quebec being granted the right to develop specific resources.⁸

2 CRPG may be called upon to conduct activities in the traditional territory of the Cree Nation of Eeyou Istchee, which covers 23% of the area of Quebec and is found between the 49th and 55th parallels north. The communities in this territory are accessible by road. A large majority of the population speaks Cree, followed by English and French in small proportions. In 2018, a regional training activity was held in which all the CRPs of the region participated.⁹

Chisasibi – ᐱᐱᐱ “great river” in Cree

The CRP was established in 2009, and the JCRP was created in 2011. This community hosts large-scale military exercises, such as Exercise (Ex) POLAR STRIKE in 2014, an Arctic Response Company Group (ARCG) exercise, and Ex ARCTIC WARRIOR in 2010. The patrol was also mobilized during a major power outage in Chisasibi and Wemindji in December 2011.

Eastmain – ᐃᑦᑭᐱᑦ “the eastern shore of the bay”

The Cree community of Eastmain is the least populous community bordering James Bay. The CRP and JCRP were established in 2002. The reservists demonstrated professionalism when evacuating the community during the July 2013 forest fires. The Rangers, along with local public safety members, worked together to ensure that everything was done in an orderly fashion. Several JCRs participated in cultural trips to Nepal in 2014 and Peru in 2011.



Nemaska – ᑭᑦᑭᐱᑦ “place of abundant fish”

Established in September 2019, this CRP conducts two familiarization courses introducing Rangers to CAF policies, navigation, emergency first aid, field and bivouac procedures, service weapon handling and firing, and search and rescue procedures. The first GSAR took place in 2020 and resulted in the missing person being safely rescued. The patrol is looking forward to the creation of a JCRP.

Waskaganish – ᐱᑦᑭᐱᑦ “little house”

This community is considered the oldest in Eeyou Istchee and celebrated its 350th anniversary in 2018. The first Grand Chief of the Grand Council of the Crees was the band chief of Waskaganish.¹⁰ Established in 1999, the CRP was the first to receive the C-19 in Quebec in 2018 and was the starting point for Ex AQIKGIK in 2017. This CRP is most often called upon for GSAR. In 2017, GSAR also included the search for bodies, making it the first time 2 CRPG participated in this type of search. The Rangers’ courage was highlighted by a Canadian Joint Operations Command unit commendation.

Wemindji – ᐱᑦᑭᐱᑦ “painted hills” or “ochre mountains”

The CRP was established in 2002. Like Chisasibi, Wemindji has hosted large-scale military exercises, including Ex POLAR STRIKE I in 2006 and II in 2007 (an ARCG exercise), Ex ARCTIC WARRIOR in 2008 (which was a conventional force exercise), as well as a civil security symposium in 2009. The CRP was called in to provide surveillance and prevention activities during a major power outage in Chisasibi and Wemindji in December 2011. The JCRP was established in 2003.

For over twenty years, the community has organized and planned a 115-km canoe expedition of over 7 days for Cree youth, and several JCRs from the community participate.

Nunavik – ᐱᑦᑭᐱᑦ “place to live”

This vast territory stretches beyond the 55th parallel and encompasses more than 507,000 km² covering one-third of northern Quebec. According to the Institut de la statistique du Québec, more than 14,000 people live there, 90% of whom are Inuit.¹¹ Nunavik’s political, cultural, and economic administration is managed by the Makivik Corporation, which is overseen by elected representatives: a president, an executive committee and a board of directors. The Makivik Corporation represents the Inuit of Quebec in relations with the governments of Quebec and Canada.¹² Each of the 14 communities has a mayor elected by the community’s residents. 2 CRPG has patrols in each community. Most people’s first language is Inuktitut, followed by English, and very little French is spoken.

Aupaluk – ᐱᑦᑭᐱᑦ “where the earth is red”

The community was planned and founded directly by the Inuit to occupy land that is historically important to their traditional encampment. The CRP was founded in 1985, and the JCRP was established in 1999.

Akulivik – ᐱᑦᑭᐱᑦ “central prong of a kakivik”¹³

The stable currents of Hudson Bay make this location a favourable habitat for marine life. The village is known for soapstone carving. The CRP was established in 1985, and the JCRP was founded in 1996. In 2006, the community hosted Camp OKPIAPIK. The JCR program is very popular here. In 2017, the community was visited by the Canadian coastal defence vessel HMCS *Goose Bay*.

Inukjuak – ᐱᑦᑭᐱᑦ “the giant”

The CRP was founded in 1990. It hosted a combined training event in 2008 with the five Hudson Bay CRPs. It received a visit from HMCS *Goose Bay* in 2017. The JCRP was established in 1996 and hosted Camp OKPIAPIK in 2002. In the spring, the ice floe between the islands and the coastline rises as a result of tides and currents, creating a spectacular field of huge ice blocks. Ranger Sergeant Betsy Epoo, who enlisted in 2000, shares this anecdote about honouring the arrival of new Rangers: [translation] “When we get a new Ranger, we always make an inukshuk¹⁴ that is at least half the size of the person. So, wherever we train, we have a new inukshuk. The new Ranger names it, and some Inukshuk have really funny names.”

Ivujivik – ᐱᑦᑭᐱᑦ “place where ice accumulates because of strong currents”

This community is the northernmost point in Quebec. The CRP was established in 1960, and the JCRP in 1997. Retired Ranger Master Corporal Salumuni Qavauvauk, who is also a former JCR, says being a Ranger [translation]



Kangiqsualujjuag – ᑲᓐᑦᑭᓄᓕᑦᑐᓂᓐᑦ “the very large bay”

Kangiqsujaq – ᑭᐱᓖᓂᕈᐃ “the large bay”

This community is known for its many tourist attractions, such as Pingualuit National Park and its crater, the winter Arctic mussel fishery and Douglas Harbour (fjord). The CRP was created in 1962, and the JCRP was created in 1997. The community hosted Camp OKPIAPIK in 1999. In 2018, it participated in the conventional force Ex ARCTIC WARRIOR.



The CRP was established in 1964, and the JCRP was created in 1998. The CRP participated in two combined training events with other patrols in 2007 and 2008, and the community hosted Camp OKPIAPIK in 2001. As part of a Wapikoni Mobile project, a JCR was the co-cinematographer of a short film called “Katatjatuuk Kangirsumi” (Throat Singing in Kangirsuk), which premiered at the 2019 Sundance Film Festival in Utah.¹⁶



It is the most populated community in Nunavik and very busy, as the airport has runways that can accommodate larger planes, just like in Puvirnituq. Numerous activities have been held there, such as Ex WHITE TIGER in 2020, an austere-environment casualty evacuation exercise with the Trenton military search and rescue team, Camp OKPIAPIK in 2007, and a cultural exchange with 4 CRPG JCRs in 2016. The CRP was established in 1960, and the JCRP was founded in 1995.

Kuujjuarapik – ᑭᓄᓂᓕᓴᓴᓴ “little great river” /
Whapmagoostui – ᑭᓄᓂᓕᓴᓴᓴ “the place of the whales”

Kuujjuarapik is the southernmost community in Nunavik. It is unique for being a bicultural community with Inuit and Cree members. The Cree community is called Whapmagoostui. In 2008, the Kuujjuarapik CRP participated in the provincial tour for the 400th-anniversary festivities for Quebec City. Reservists travelled thousands of kilometres by snowmobile to finish their expedition in Quebec City and also participated in Ex POLAR STRIKE I in 2006. The CRP was created in 1995 and has two affiliated JCRPs, the Kuujjuarapik JCRP (created in 1998) and the Whapmagoostui JCRP (created in 2001).

Puvirnituq – ᐱᕐᕐᕐ “where it smells of rotten meat”

The community has the following main socio-economic activities: administrative centre activities, contracting, hunting (seals/migratory birds), fishing, and crafts. Puvirnituq and Kuujuaq are the two administrative centres of Nunavik. Puvirnituq hosted the first Camp OKPIAPIK in Quebec in 1997. In 2021, it participated in a GSAR exercise with 413 Transport and Rescue Squadron. In 2015, it received a visit from a group of cadets and, in 2009, it hosted more than 300 military personnel for a northern training activity. This CRP was the first one founded in Quebec in 1948, and the JCRP was created in 1995.

Quaqtaq – ᐱᕐᕐ “tapeworm”

The community is ice-free for only about 20 days per year during the summer. The JCRP was established in 1998, and the CRP was created in 1972. The CRP has been called upon for ten missions in the past 11 years to participate in GSARs. As Ranger Master Corporal Jusipi Kulula, who joined in 1990, testifies, this is a situation where quick and effective action is essential: [*translation*] “My proudest moment was when we participated in a GSAR. Other Rangers from the patrol, including Joie Aupaluk (retired), Willie Kauki (retired), Charlie Puttayuk, and I, went out, despite all the challenges we were going to face, including winds blowing at over 100 km/h. We had to stop several times because of whiteout conditions. Using the coordinates we received and our GPS, we were able to locate the two community members who were caught in the storm alive. It took us 12 hours to find them.”

Salluit – ᐱᕐᕐ “the thin ones”

The JCRP was established in 1995, and the CRP was created in 1964. Salluit hosted Ex GUERRIER NORDIQUE in 2012, which involved the participation of 200 members of 34 and 35 Canadian Brigade Group. Over the past 11 years, this has been the group’s most frequently called-upon patrol for GSAR. The outstanding work of its members has been recognized on many occasions.

Tasiujaq – ᐱᕐᕐ “which resembles a lake”

The community was founded in 1971, followed by the CRP in 1972 and the JCRP in 1996. In 1998, Camp OKPIAPIK was held there and, in 2000, JCRs took part in a canoe expedition with the Umiujaq JCR patrol.

Umiujaq – ᐱᕐᕐ “which resembles an umiak”¹⁷

Tursujuq National Park is located 15 km east of the community and is the largest park in the province of Quebec. The JCRP was created in 1999, and the CRP was established in 1996. Like the Kuujuarapik patrol, the Umiujaq patrol participated in a province-wide tour as part of the festivities for the 400th anniversary of Quebec City in 2008. Ranger Mathieu Chabot, who joined in 2018, mentions how important it is for patrol members to take time to reflect and think about those who have left us: “I remember

the troop dinner in 2019 when we did the fallen soldier ceremony. I saw Inuit, Cree, Naskapi, and Innu participate in the ceremony, as did I, and I saw them crying over the loss of family members and people in their community.”

NORTH SHORE

The area of responsibility of 2 CRPG designated as the “North Shore” includes the following: Mingan, Havre-Saint-Pierre and Natashquan of the Middle North Shore, the communities of the Lower North Shore, which extends from the Natashquan River to the Labrador border, the Magdalen Islands (although this community is part of a different administrative region), as well as Schefferville/Kawawachikamach.

Approximately 5,000 people live in the communities of the Lower North Shore, and most of them have CR members. Many communities are not connected to a road network. In the past, livelihoods depended on the harvesting of cod and seals. Fishing and processing of shellfish and fish remain important commercial activities. The majority of the inhabitants speak French, and English is the second most-spoken language. Innu-Aimun is also spoken in the Indigenous reserves of Pakuashipi, Unamen Shipu (La Romaine), Natashquan, Ekuanitshit (Mingan) and Matimekush-Lac John (Schefferville),¹⁸ and Naskapi is spoken in Kawawachikamach. Three major exercises involving several patrols from this region took place in 2001, 2003 and 2007.

Blanc-Sablon – It is the easternmost municipality in Quebec. It is served by a boat shuttle linking Rimouski and Sept-Îles. Blanc-Sablon is not directly accessible to the rest of the Quebec road network. The CRP was created in 1968 and has organized several combined training activities with other patrols in the region. Camp OKPIAPIK was held here in 2005. Along with the Kuujuarapik and Umiujaq patrols, the CRP participated in the provincial tour marking the 400th anniversary of Quebec City in 2008. Two JCRPs are affiliated with it: Blanc-Sablon, created in 2002, and Lourdes-de-Blanc-Sablon, created in 2016. These patrols have performed very well at the JCR Marksmanship Competition with the Daisy, and several members have won first place at regional and national championships.

Bonne-Espérance – This municipality includes three fishing villages: Middle Bay, Rivière-Saint-Paul and Vieux-Fort.¹⁹ The Rangers of the Bonne-Espérance patrol, which was established in 2019, are largely from those communities. The JCRP was established twenty years earlier, in 1999. Retired Ranger Judy Fequet tells us: [*translation*] “For ten years, I volunteered at Junior Ranger nights. I wanted to help in any way I could, teaching knots, geocaching and holding map and compass activities, as well as planning outings with the help of other adult committee members. Every Tuesday night, I would get

a call from the JCRP leader informing me of what would be happening that night. I really enjoyed those nights and rarely missed them. Seeing the smiles on the faces of the Junior Rangers every Tuesday is what really makes me proud and excited to be a part of this organization.”

Harrington Harbour – Fishing and crab processing are the main industries in Harrington Harbour. There are no paved roads, only boardwalks.²⁰ The CRP was inaugurated in 1961, and it has three affiliated JCRPs—Harrington Harbour (established in 2011), Chévery (established in 1999), and Tête-à-la-Baleine (established in 2011). CRP Rangers reside in these communities as well as in Kegashka and oversee the JCR program. It should be noted that, during the annual training, the Rangers travel several kilometres by snowmobile or all-terrain vehicle to get to Harrington Harbour, where the training begins: 157 km from Kegashka to Chévery, 18 km from Chévery to Harrington Harbour and 33 km from Tête-à-la-Baleine to Harrington Harbour. Note that there are still two active Ranger officers in this patrol. These Rangers maintained the privilege of their rank when some of them had the opportunity to obtain their officer’s certificate before the 2000s.

Havre-Saint-Pierre – The city has the largest hospital centre east of Sept-Îles. It is the access port to the Mingan Archipelago National Park Reserve. The CRP was created in 1988, and the two affiliated JCRPs were established in 2000: in Mingan and Havre-Saint-Pierre. In 2003, a canoe expedition was organized with the Natashquan CRP. In 2004, the CRP went to CFB Valcartier to participate in a combined training activity with the conventional force. In 2013, the city hosted the Royal Canadian Air Force (RCAF) Snowbirds for an air festival. Several members of the patrol have distinguished themselves at the Canadian Armed Forces Small Arms Concentration over the years, including Sergeant Dollard Boudreau and Master Corporal Michel Thibeault, who have won several trophies.

The Magdalen Islands – The archipelago is located in the centre of the Gulf of St. Lawrence. It is a windswept environment, and it is impacted by the gulf’s currents. Island residents get their electricity from a thermal power plant running on diesel engines. The CRP and JCRP were established in 2009. Since then, the CRP has participated in numerous operations in support of local authorities, including in 2016 when there was a plane crash, and the CRP was responsible for conducting a presence cordon. In 2012 and 2018, following major power outages, it was mobilized to perform patrols and undertake various tasks.

Natashquan – The CRP was created in 1996, and the JCRP was founded in 2001. They comprise members from different surrounding municipalities, namely Aguanish, Baie-Johan-Beetz and Natashquan. Since the creation

of the patrol, its members have participated in numerous training activities with the Havre-Saint-Pierre, Unamen Shipu (La Romaine) and Matimekush-Lac John/Schefferville CRPs.

Saint-Augustin – This community is one of the largest on the Lower North Shore and is located on the eastern shore of the Saint-Augustin River, just across from the Innu community of Pakuashipi. The CRP was established in 1996, and three JCRPs are affiliated with it: Saint Augustine (created in 2001), Pakuashipi (created in 2016), and La Tabatière (created in 1998). For the youth of the communities, turning 12 years old means more than just starting high school—it is also the long-awaited age when they can enroll in the JCR program. As retired Ranger, Sergeant Lambert Gallibois, who was a Ranger from 1953 to 1994 and lived in Saint-Augustin, reminds us that, in the beginning, the North Shore Rangers had to go to Newfoundland before this patrol was created in 1996.

Schefferville – The Schefferville patrol was created in 2002, and the Schefferville and Kawawachikamach JCRPs were established in 2003. The CRP is composed of members from the municipality of Schefferville and the Innu communities of Matimekush-Lac-John and Naskapi of Kawawachikamach. In the region, this CRP has been called upon most often for GSAR operations. In 2004, they were visited by the Frontenac Cadet Corps. In 2006, the CRP participated in a joint exercise with the RCAF. In 2008, it participated in the tour commemorating the 400th anniversary of Quebec City. In 2013, the Rangers took part in Ex ARCTIC WARRIOR and hosted military personnel to prepare the CAF for any type of intervention in the Canadian Far North.

Unamen Shipu (La Romaine) – The CRP was created in 2019, and the JCRP was founded in 2009. Previously, the Rangers were part of the Natashquan patrol, and the JCRP was affiliated with it. The Innu of Unamen Shipu, an Indigenous reserve created in the 1950s, maintain their nomadic lifestyle traditions.

CONCLUSION

2 CRPG is a family of diverse and very active members. With its specialized operational capabilities, the group plays a key role in its area of responsibility and actively participates in seeking and implementing solutions to meet the challenges of tomorrow. Through its youth program, it contributes to the development of young people in remote and isolated regions of Quebec. For those who would like to learn more about the rich history of the Canadian Rangers in Quebec, we invite you to read the historical book, *A History of the Canadian Rangers of Quebec: 2nd Canadian Ranger Patrol Group*, by P. Whitney Lackenbauer, published as part of the 75th anniversary of the Canadian Ranger Corps and the 25th anniversary of 2 CRPG. 🍁

ABOUT THE AUTHORS

Lieutenant-Colonel Nicolas Hilaréguy joined the Canadian Armed Forces in 1997. Since May 2022, he has been the commanding officer of 2nd Canadian Ranger Patrol Group. He was deployed to Afghanistan in 2010 with the Operational Mentor and Liaison Team as a logistics mentor for an Afghan battalion. He recently completed the Joint Command and Staff Program and the advanced logistics officer course. He hopes that this article has helped to better inform you of the rich contemporary history of the Canadian Rangers in Quebec.

Captain Julie L. Pagé joined the Canadian Armed Forces in 1992 as a member of the infantry with Les Fusiliers Mont-Royal regiment in Montreal, where she held various positions during her 11 years with the unit. In 2003, she left the Reserves to pursue her civilian career with IATA. She continued her studies and obtained an M.B.A. In 2013, she returned to the CAF as a public affairs officer (PAO) and, since 2017, she has been posted to 2nd Canadian Ranger Patrol Group as a PAO and information management officer.

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3rd CANADIAN RANGER PATROL GROUP

Major T. M. Bell, CD



Headquartered at Canadian Forces Base Borden (CFB Borden), 3 CRPG is responsible for the operational leadership, training, and readiness of approximately 600 Canadian Rangers throughout Northern Ontario.

Source: Combat Camera

It is 1130 hrs on 16 February 2022. A Wasaya Airways Dash 8 cargo aircraft lifts off the runway from Pickle Lake, Ontario—the northernmost community in Ontario with year-round road access. The temperature on the ground is -39°C. The departure was delayed by two hours because the airline's crew had to clear the foot of snow from the runway after last night's snowfall. The charter is carrying the resupplies and equipment for Kitchenuhmaykoosib Inninuwug (KI), Fort Severn, and Nibinamik (Summer Beaver)—three of the 26 patrols of 3rd Canadian Ranger Patrol Group (3 CRPG) spread across 29 isolated communities throughout Ontario's northern wilderness. Wasaya Airways will operate six such flights over the next week, delivering resupplies and equipment to Canadian Rangers and Ranger instructors in each community.

Concurrently, a team of Rangers and support staff, led by Ranger instructor Sergeant Richard Mifflin, provide support to the community of Mishkeegogamang amid a lockdown due to the COVID-19 pandemic. Other teams from 3 CRPG are deployed in the communities of Pikangikum, Sandy Lake, Fort Severn, Wapekeka, Webequie, Lac Seul, Peawanuck, Kashechewan, Eabametoong (Fort Hope), and Attawapiskat to help them deal with COVID-19 outbreaks

and assist with the delivery of vaccines. Farther south, at 3 CRPG headquarters (HQ) in Borden, a dedicated team of operations and support staff (including 24-hour duty staff) is managing, tracking, and sustaining multiple simultaneous operations. Throughout the year, 3 CRPG personnel handle various operations, including search and rescue (SAR), evacuations, and responses to floods, forest fires and social crises. They ensure that the Rangers and soldiers are force-generated and well-supported as they respond to calls for assistance.

CANADIAN RANGERS IN ONTARIO: 3 CRPG

Headquartered at Canadian Forces Base Borden (CFB Borden), 3 CRPG is responsible for the operational leadership, training, and readiness of approximately 600 Canadian Rangers throughout Northern Ontario. The unit is also responsible for delivering the Junior Canadian Ranger (JCR) program, offering training expertise and skills to approximately 1,000 youth. The unit is commanded by Lieutenant-Colonel (LCol) Shane McArthur and Group Sergeant-Major (GSM) James Currier. 3 CRPG provides the Canadian Armed Forces (CAF) and Canadian Army's (CA) 4th Canadian Division with the ability to act when and where other military capabilities may be unavailable.



Source: Unit Archives

Canadian Rangers of 3 CRPG unload fuel from a chartered aircraft during Exercise CHEEPAY, 2002.

UNIT HISTORY

3 CRPG was officially established in November 1997 by the Minister of National Defence.¹ However, several individual patrols predate its official establishment. Between 1994 and 1997, several patrols were established when Land Force Central Area (LFCA) [renamed 4th Canadian Division in 2013] initiated a trial of the Rangers concept in Ontario. Previously, the CAF had experimented with the concept of Ranger patrols during the Cold War to monitor and maintain the Distant Early Warning Line—a network of radar stations to detect a possible Soviet threat from the North.² When Major (Maj) David Scandrett, the first Commanding Officer (CO) 3 CRPG, visited the community of Fort Albany in 1998 to establish a Ranger patrol, he was surprised to find Rangers already present from the past.

“When I started the patrol in Fort Albany in 1998, James Metatawabin (a local resident) showed up at the coffee shop in Fort Albany. The translator said, “James has something for you.” I unwrapped the package, and it was a .303 rifle with 200 rounds of ammunition. I asked, “Where did you get this?” He said, “I was in the Ranger patrol in Fort Albany.” There were Ranger patrols in Moose Factory and Fort Albany until 1966 when the radar stations were shut down. The patrols weren’t closed; they were just left.”³ Some Rangers were standing guard and overseeing the radar stations that quietly fell into disuse and disrepair with the end of the Cold War.



Major Scandrett (right) makes a presentation to a member of the KI First Nation during the patrol opening in 2001.

The Canadian Rangers were originally envisioned as a force to patrol the radar system, guide conventional forces should the military be deployed in Canada’s North, and support the provincial and national operations through SAR operations in remote areas. According to Maj Scandrett, one of the original objectives for the establishment of 3 CRPG was to foster a

mutually beneficial relationship between the CAF and the people of Northern Ontario: “One of the primary objectives was to have a mutually supportive social relationship between Canadian Rangers and the CAF. The Rangers hail from the First Nations (FN) community. They support their communities and assist the CAF as well. They are part-time soldiers with limited military training. With them, we have what I call ‘community assistance operations beyond or below’ and ‘aid to the civil power,’ peace or war.”

Staffing shortfalls have been a persistent issue for 3 CRPG since its inception. According to Maj Scandrett, “This was a problem from the start, not enough staff, and the burnout rate was high. The expectations were very high, as we would give a senior NCO \$50,000 in cash, a plane ticket and a truck or Skidoo, and ask them to fly into a community, conduct training and recruitment, and pay for everything in cash. Trust was of utmost importance.”⁴ He added, “The responsibilities and tasks of Canadian Rangers are varied and unique, including responding to fuel spills, lost people, suicides, fires (both forest and domestic), floods and mass casualty events. They also assist the Ontario Provincial Police (OPP) and Nishnawbe-Aski Police Service by helping in search and seizure operations. There was a need then and even today to explain to various formations that life in the Canadian North is vastly different from Toronto and the CAF.”⁵

Since its formation, the mandate and patrols of 3 CRPG have expanded incrementally. The unit has gone through phases of growth, eventually leading to the current structure of 26 patrols across 29 communities. During the trial period between 1994 and 1997, LFCA established a number of patrols, including Moose Factory, Bearskin Lake, Peawanuck, Sachigo Lake, Constance Lake and Sandy Lake. When 3 CRPG was officially established in 1997, three more patrols were opened in rapid succession: Attawapiskat, Fort Albany, and Fort Severn.

From 2001 to 2003, the number of patrols expanded to include Kashechewan and KI (2001), Webequie and Muskrat Dam (2002), and Neskantaga and Mishkeegogamang (2003), totalling 15 patrols. Between 2009 and 2012, Fort Hope, Kasabonika, Kingfisher, Wapekeka, Lac Seul and North Caribou Lake were added, bringing the total to 21 patrols. In line with the CA’s Canadian Ranger Master Implementation Directive 2019, patrols were established in Summer Beaver (Nibinimik), Aroland, Long Lake 58, Pikangikum, and Cat Lake, reaching a total of 26 patrols. Rangers also operate in the communities of Martin Falls, Ginoogaming, and Wunnumin, but the numbers are insufficient to justify a patrol and are therefore referred to as “detachments.”⁶ More recently, a national-level review, the Canadian Ranger Enhancement Project, is re-evaluating the mission of the Rangers in 2022 and beyond and reviewing the policies, training, and institutional support.

ANSWERING CALLS FOR ASSISTANCE

On 13 March 2022, 3 CRPG completed 730 days of continuous operations. Since 13 March 2020, elements of the unit were deployed domestically throughout Northern Ontario in support of COVID-19 relief and response efforts. During the same period, Rangers of 3 CRPG completed 48 SAR operations and located and recovered over 60 overdue hunters or travellers who lost their way in Northern Ontario's vast and harsh wilderness.

3 CRPG was engaged in support of Operation (Op) LASER (CAF's relief efforts and response to the COVID-19 pandemic) in the 29 communities it serves. The unit actively assisted 13 FN communities in dealing with the pandemic. Rangers, unit support staff, and soldiers from other CA units supported the communities by sorting and undertaking door-to-door food deliveries, assisting with community chores, chopping wood, delivering firewood and water, unloading cargo planes, clearing snow for the elders in winter and completing other similar tasks. These efforts allowed the community members to safely self-isolate in their homes and slow down the spread of the virus. At the peak of the pandemic, in December 2020, over 300 residents of a small northern community were evacuated to Thunder Bay, North Bay, Timmins, and Toronto due to a water treatment plant malfunction.⁷ More than 35 Canadian Rangers personnel, support staff, Regular Force Army and Air Force personnel were deployed as a part of 3 CRPG's efforts to conduct this evacuation.

3 CRPG has supported three iterations of Op VECTOR—the CAF's support for the distribution of COVID-19 vaccines. The Provincial Emergency Operations Centre in Ontario designated this operation as Op REMOTE IMMUNITY. Canadian Rangers helped communities by working with the local health centres and assisting with the preparation of vaccination clinics and transporting vaccine supplies. More than 270 Canadian Rangers and support staff were deployed for Op REMOTE IMMUNITY during the pandemic.

Additionally, Canadian Rangers are periodically deployed to support Op LENTUS—the CAF's response to natural disasters in Canada, including forest fires, flooding, or natural hazards. To support Op LENTUS, 3 CRPG personnel have regularly handled relief efforts and assisted in evacuation operations in the remote communities of Northern Ontario. Since March 2020, over 350 members of 3 CRPG (mostly Canadian Rangers) have voluntarily deployed on these operations. For the unit, May 2021 was the busiest month, with members conducting operations concurrently in eight different locations: six under Op LASER, one under Op LENTUS, and one under Op VECTOR.

Source: Wikipedia



3 CRPG personnel receive Ministry of Natural Resources firefighting training as part of Exercise RANGER TRACKER in October 2021.



A Canadian Ranger sorts food for home delivery to self-isolating community members during a COVID-19 lockdown in Attawapiskat, Ontario, in January 2022.



Canadian Rangers of 3 CRPG unload food for delivery during a community lockdown in Bearskin Lake in January 2022.

Source: Unit Archives

CONNECTING THE CANADIAN ARMED FORCES AND INDIGENOUS PEOPLE

As an operational unit headquartered at CFB Borden, 3 CRPG is proud to advance the cause of strengthening the relationship between CAF and Indigenous communities throughout Northern Ontario and on the base as well. Every year, the CO 3 CRPG is appointed as the Indigenous Peoples' champion for the base. The CO and their staff help coordinate the CFB Borden Defence Aboriginal Advisory Group (DAAG). The DAAG comprises CAF members from Indigenous backgrounds, command teams and volunteers from the civilian and military defence communities across the base and Northern communities. They work together to identify and eliminate employment equity barriers impacting Indigenous people within the Department of National Defence (DND) in Ontario. The DAAG plans and runs the annual CFB Borden Aboriginal Awareness Week, which aims to educate members of the local defence community on Indigenous history, traditions, and ongoing issues. Notably, the DAAG members

like-minded organizations. The unit also interacts closely and regularly with champions of the cause and seeks their support in offering youth programming in the North and connecting the CAF with Indigenous peoples and communities. 3 CRPG is proud to have appointed several outstanding leaders who represent these values as honorary Canadian Rangers, including LCol Matthew Richardson (former 3 CRPG CO), Honorary LCol John Newman, Jean Miso (teacher, author, composer and singer), Jamie Sterling (retired OPP Operations Manager), Sophie, Countess of Wessex, The Honorable Elizabeth Dowdeswell (Lieutenant Governor of Ontario), Ruth Ann Onley (wife of former Lieutenant Governor of Ontario, the Honorable David Onley) and Kathleen Wynne (Member of Provincial Parliament and former Premiere of Ontario).

The building that houses 3 CRPG is named in honour of company sergeant-major (CSM) Francis Pegahmagabow. CSM Pegahmagabow was a legendary Anishinaabe (Ojibwe) chief, an advocate of Indigenous rights, and a



The Canadian Forces Base Borden Eagle Staff (far left) and 3 CRPG Ranger Dave Walker (left) pose for a photo with members of the local Indigenous community at a powwow in summer 2019.



The Nishnawbe Aski Nation Grand Chief Derek Fox (left) poses for a photo with LCol McArthur (centre) and CWO Currier (right) during a meeting in January 2022.

and the leadership of 3 CRPG were instrumental in establishing the CFB Borden Eagle Staff. Eagle Staff is a flag of the Indigenous people and is a sacred symbol of the Indigenous identity, culture and traditions.

Officially recognized by the base commander and local Indigenous communities, the CFB Borden Eagle Staff was the first of its kind in Canada. It was established per local traditions and kept by CAF members of CFB Borden from Indigenous backgrounds.⁸ The Eagle Staff can be seen on graduation parades at CFB Borden and powwows throughout the region. To reinforce and support these efforts, 3 CRPG maintains an extensive network of connections with past and present leadership of

CA sniper during the First World War.⁹ As a sniper, he earned the reputation of a fierce warrior, fearlessly and relentlessly hunting enemy soldiers on the hellish battlefields of World War I. By the end of the war, he was awarded the military medal with two bars for bravery. Later in life, CSM Pegahmagabow faced discrimination and other peacetime injustices as an Indigenous war hero and a veteran integrating into civilian life.¹⁰ His legacy of bravery and determination to fight for his beliefs, both on and off the battlefield, continues to symbolize the spirit that 3 CRPG unit members strive to emulate.



Members of the Junior Canadian Ranger Patrol in Aroland pose for a photo at the opening ceremony for the patrol in 2017.

Source: Unit Archives

JUNIOR CANADIAN RANGER PROGRAM

3 CRPG is dedicated to the delivery of the JCR program in Ontario, and the program is open to youth ages 12 to 18 in communities with an active Ranger patrol. The program is based on three “circles” of training: Ranger skills, traditional skills and life skills.¹¹ Like other cadet programs, the JCR program utilizes DND funding, military personnel and facilities to provide education and train youth across Canada (JCRs are not members of the CAF).

The COVID-19 pandemic affected 3 CRPG’s JCR program, and therefore only the activities deemed operationally imperative were continued. The youth program was postponed in order to protect the health and safety of the JCR members. From March 2020 to early 2022, very few JCR activities were scheduled by the unit. More recently, there has been a renewed interest in reviving the cornerstones of 3 CRPG’s JCR program and instilling new life into it. For instance, Camp Loon—a popular JCR camp of 3 CRPG since 1998—was restarted in August 2022 after being cancelled for two years because of the pandemic. Camp Loon has been a remarkable success story for over 21 years and brings together JCRs from all 3 CRPG patrols in the summer. It offers great opportunities to the youth in terms of leadership development and personal growth. General Dynamics Canada, Canada Company, and The Ranger Foundation have established annual bursaries and other initiatives to support the youth of Northern Ontario through the JCR program, including Camp Loon. The youth also benefit from the dedicated volunteering of the Thunder Bay Police Service, who actively participate in Camp Loon as staff.¹²

Camp Loon has historically been organized at Springwater Lake, in the municipality of Geraldton, three hours northeast of Thunder Bay. A large clearing beside Springwater Lake is transformed into a tent city complete with a military kitchen, shower facilities, satellite communications, an ATV site, mountain biking, boating activities, archery, and other amenities required to support approximately 200 youth members and 150 staff personnel. Many JCR youth tell fond stories of Camp Loon. According to JCR Keianna Scott of Fort Albany, an isolated Cree community on the James Bay coast, “I’ve enjoyed it. I liked shooting with a rifle. I didn’t shoot with a shotgun. I was afraid (the recoil) would hurt my shoulder. I liked archery a lot. Arts and crafts were fun. I made wrist bracelets in arts and crafts to take home with me.”¹³

Apart from Camp Loon, new initiatives are underway to reinvigorate the JCR program at 3 CRPG. JCR instructors are utilizing an array of software and devices to live and work closer to the JCRs. It is hoped that the tools will strengthen communication between 3 CRPG staff and adult committees in the communities, which is a crucial component of a successful JCR program. Adult committees help tailor the program to the specific needs of their community and encourage and facilitate youth participation. Following a brief interruption during the pandemic, the Thunder Bay JCR high school program resumed. Through this successful initiative, 3 CRPG offers JCR training to youth that attend high school in Thunder Bay. The program allows the JCRs to engage in relevant activities away from their community at the high school. There is no denying that some aspects of the JCR program will



Source: Brigadier-General N. D. (Nic) Stanton

need to be rebuilt following two years of stagnation. Many of the older JCR youth in leadership roles before March 2019 aged out of the program by summer 2022.

THE FUTURE

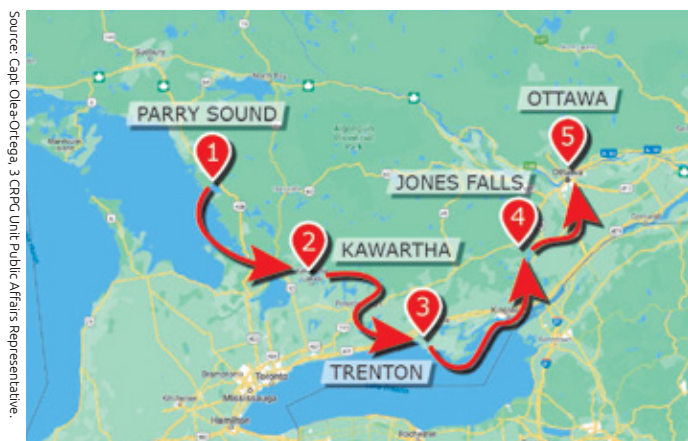
For 3 CRPG, many exciting initiatives are in the offing. As the CA's Canadian Ranger Master Implementation Directive 2019 comes into effect, 3 CRPG anticipates the arrival of an additional eight support staff positions. This will bring the unit to a total of 75 full time staff, including Ranger Instructors and operations and support staff. Such an expansion will considerably aid the unit's high operational tempo and create favourable conditions to serve more communities in Northern Ontario. 3 CRPG is also working with Task Force Lakehead, the Royal Cadet Support Unit, and 4th Canadian Division HQ to establish an operational support hub (OSH) in Thunder Bay, Ontario. The OSH will provide a permanent logistical and administrative support capability to the unit. It will substantially help the instructors and Canadian Rangers and support their activities through the required supplies and equipment. The equipment and facility base in Thunder Bay will be equally helpful in supporting the JCR high school program.

As a component of the Army Reserves, 3 CRPG has distinct medical standards and conducts frequent deployments with unique capabilities and exceptional demands. As a result, the unit members sometimes face situations wherein the existing policies for support and administration cannot be applied as intended. For example, there is a need to protect Rangers from liability on the operational use of their

equipment and support their mental health while they are deployed in isolated regions with limited access to medical support. The mental health of Canadian Rangers and HQ staff has been an ongoing concern throughout the unit's history.¹⁴ Therefore, policy reviews have been conducted to improve existing arrangements and enable 3 CRPG HQ to administer and support all Canadian Ranger training and operations effectively. There are new initiatives to provide additional mental health training to all levels of the unit membership. Efforts have also been directed towards improving cooperation with CAF Mental Health Services and other existing governmental agencies that offer mental health services to the people of Northern Ontario.

75th ANNIVERSARY AND CONCLUSION

In 2022, 3 CRPG celebrated the 75th anniversary of the Canadian Rangers in several ways. In May 2022, members from the unit participated in the national commemorative ceremony in Victoria, BC. In addition, 3 CRPG and the Ranger Foundation (generously funded by General Dynamics Canada) produced a commemorative coin, issued to all serving Rangers, commemorating the important milestone.¹⁵ In September, the Canadian Rangers participated in the historic canoe freighter exercise in recognition of the Canadian Ranger's 75 years of service to Canada. The journey began from Parry Sound and followed Georgian Bay and the Trent-Severn Waterway to Trenton, Kingston, and further north through the Rideau Canal to Ottawa. The journey covered a distance of 644 km and took several days.



Furthermore, a commemorative plaque was unveiled at CFB Borden and will serve as a physical reminder of the occasion. In 2022, the frequency with which 3 CRPG Rangers stood guard at the National War Memorial in Ottawa increased. This arrangement is a part of the National Sentry Program and aims to publicly demonstrate to Canadians the service and sacrifice of the Canadian Rangers and educate citizens who may be unaware of the distinguished service of the force. With a sense of accomplishment and pride, 3 CRPG members look back on the history of the Canadian Rangers in Canada. As the Canadian Rangers celebrate their 75th anniversary, there are continuous preparations to enhance and support the operational capabilities of the force in the future, improve the delivery of the youth program, and nurture a stronger bond between the CAF and the FN communities. 🍁

ABOUT THE AUTHOR

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A SISTER ALLIANCE:

4th CANADIAN RANGER PATROL GROUP AND AUSTRALIA'S NORTH-WEST FIELD FORCE

Major Geoffrey Robinson



To mark the 75th anniversary of the Canadian Rangers, the author was asked to write about a unique aspect of 4th Canadian Ranger Patrol Group (4 CRPG). It was readily apparent that 4 CRPG is the only one among the five CRPGs to draw its lineage directly from a Second World War Canadian unit, the Pacific Coast Militia Rangers (PCMR). It is also unique for its alliance with another unit, Australia's North-West Field Force (NORFORCE). NORFORCE, like 4 CRPG, draws its lineage from a wartime unit, the Australian 2/1st North Australia Observer Unit (2/1 NOAU), known as the "Nackaroos."

The unusual points in common shared by the two units resulted in a periodic exchange. Since 2011, the units have held regular exchanges, with a brief disruption due to the COVID-19 pandemic. Traditionally, NORFORCE and 4 CRPG take turns hosting each other roughly every two years. These exchanges are known as Exercise SOUTHERN CROSS and Exercise NORTHERN LIGHTS. To understand and appreciate the similarities between the units, it is important to grasp the events that led to their respective formations.

Source: Capt. Natasha Tersighi, 4 CRPG, PAO



An RFSG member learns survival skills from a 100 Mile House Patrol member

Source: Major Geoffrey Robinson



Canadian Rangers with NORFORCE learning embarkation drills with boats



THE PACIFIC COAST MILITIA RANGERS

After the Japanese attack on Pearl Harbor on 7 December 1941, the perceived threat and public fear of an invasion along the West Coast of Canada solidified. To alleviate that fear and protect the remote coastal and interior areas of British Columbia (BC) and the Yukon, the Government of Canada decided to form a Home Guard (similar to the arrangement in the United Kingdom). A new militia force, known initially as the Auxiliary Defence Corps, was formed; soon afterwards, it was rechristened as the PCMR.¹ The authority for the creation of the PCMR was Army Order 320/42, which became effective on 3 March 1942. The call-out of the Rangers was on the same day (Army General Order 321).²

The recruits, aged between 13 and 85, were unpaid volunteers. Interestingly, a medical examination was not required in order to enlist, and membership was not

restricted by age or physique, provided that the volunteers could perform the assigned duties effectively.³ The profiles of recruits transcended socio-economic background, occupation, and race.⁴ The unique home guard unit included loggers, trappers, prospectors, hunters, ranchers, fishers of First Nations communities and Chinese Canadians.⁵ Interestingly, many of the recruits had served in the First World War.

A memorandum dated 18 March 1942 outlined the roles of the PCMR:⁶

- a. To possess up-to-date, complete, and detailed knowledge of the area and be in a position to supply information on the area to Headquarters, Pacific Command, and to local military commanders.

Source: Department of National Defence

- b. To report to Headquarters, Pacific Command, any unusual happenings in the area, activities or individuals, movements of suspicious craft, subversive or “fifth column” activity, etc.
- c. To act in a case of emergency to repel an attack by hostile forces in the event of a sea or air invasion.
- d. Such other duties as may be considered necessary from time to time.

A unique cap badge was created, which included the West Coast Indigenous symbol of a Thunderbird—a symbol often seen on totem poles in First Nations villages along the coast and inland. It also featured a distinctive crossed double-bit axe and a 30-30 Lever-Action rifle, symbolizing the ties to forestry and remote living in parts of BC. The Ranger motto “Vigilans” was inscribed across the bottom of the insignia.

As the war progressed, Rangers performed many duties and tasks such as observing the coast, watching for suspicious activities, patrolling local areas, providing a military presence in remote areas and training to fight as guerrillas in the event of a Japanese invasion. During service, the PCMR consisted of 132 companies in BC and the Yukon Territory that were tied to communities, including in remote areas. The threat from Japan became increasingly tangible due to that nation’s heightened submarine

activities along the West Coast. For instance, Japanese submarine I-26 shelled the Estevan Lighthouse and nearly sank SS *Fort Camosun*. The Japanese military also occupied Attu and Kiska (part of the Aleutian Island Chain) off the coast of Alaska, until the occupation was brought to an end by American and Canadian Forces on 28 July 1943.

When Japan surrendered on 15 August 1945, hostilities officially ceased, and the PCMR concluded their operations. After their official stand down ceremony on 18 October 1945 in Kelowna, BC, the PCMR ceased to exist. It is worth noting that many present-day Canadian Ranger patrol locations in BC were the original locations of PCMR patrols, such as Quesnel Patrol (97 Company PCMR), Ucluelet Patrol (102 Company PCMR) and Port Renfrew (107 Company PCMR). In addition, 4 CRPG Headquarters (HQ) and BC Company HQ are located at CFB Camp Albert Head (Victoria), close to the founding location of Number 1 Company PCMR.

THE CANADIAN RANGERS AND 4 CRPG

Soon after the Cold War began, attention re-shifted toward the Canadian Arctic and the potential threat to Canadian sovereignty. Responding to the perceived threat, the government authorized the formation of the Canadian Rangers by passing an order in council on 23 May 1947. The structure of the Canadian Rangers was similar to that of the PCMR, and the motto “Vigilans” was retained. The Rangers’ strength was limited to 5,000 in all ranks. The force was not designed as a tactical unit to fight enemy invaders. During the Cold War, the Canadian Rangers were responsible for observing and reporting suspicious activities in the Canadian North, providing a military presence in remote areas and assisting in maintaining Canadian sovereignty.

At the end of the Cold War, in November 1990, the Canadian Rangers were reintroduced in BC, and the first patrol commenced in February 1991.⁷ The units were known as the Canadian Rangers (Pacific). By 1993, there were 26 patrols with an approximate strength of 700 members.⁸ Today, the Canadian Rangers (Pacific) are part of 4 CRPG and have expanded into the Prairie provinces. 4 CRPG consists of BC Company, Alberta/Saskatchewan Company, Manitoba Company, and the Junior Canadian Ranger (JCR) Company. There are 47 patrols throughout the area of operations (AO) with a combined strength of approximately 1,100 Canadian Rangers and 800 Junior Canadian Rangers. 4 CRPG HQ is located in Victoria (Camp Albert Head) along with BC Company and JCR Company HQs.⁹ There are several patrols throughout the AO, including in remote northern First Nations reserves. Specifically, there are 27 patrols in the BC AO, 11 in the Alberta/Saskatchewan AO, and 9 in the Manitoba AO. Many Canadian Rangers are Indigenous and have direct ties to the land where they operate and expert knowledge of the local areas.



PCMR Cap Badge



PCMR First Nations Member with Thunderbird Totem

Source: Major Geoffrey Robinson

Source: *The Canadian Ranger*, January 1945

On the 75th anniversary of the PCMR (3 March 2017), Commander Canadian Army LGen Paul Wynnyk acknowledged 4 CRPG's kinship with the PCMR in an email to the commanding officer. LGen Wynnyk wrote, "By virtue of the fact that your unit perpetuates the Pacific Coast Militia Rangers, 4 CRPG can rightfully claim to be 'original' Rangers."¹⁰ The author believes that the BC Canadian Rangers Company, given its geography, truly represents this lineage.



Mounted Nackerroos on Patrol

THE NACKEROOS OF AUSTRALIA

On 19 February 1942, ten weeks after the attack on Pearl Harbor, Imperial Japan mounted surprise bombing attacks on the town, harbour and airfields of Darwin, Australia. As the Japanese moved southward, the risk of invasion appeared imminent, particularly in the Northern Territory of Australia, which had a sparse population and a very long coastline. In response, the Australians formed a unit of volunteers who were residents of the Northern Territory and had deep local knowledge of the area.

That unit, the 2/1st North Australia Observer Unit (2/1 NAOU), known as the "Nackerroos," was formed on 11 May 1942.¹¹ The Nackerroos were a small, horse-mounted unit, and their task was to ensure surveillance of the vulnerable northern coastline and report any enemy activities in the region. Major W. E. H. "Bill" Stanner, the commanding officer, described his vision for 2/1 NAOU. In his words, "I wanted a highly mobile unit with good radio links, light weapons, and made up of men with bush background and adventurous spirit who live outdoors for months at a time, operating in small groups on their own initiative."¹² During their service, the Nackerroos peaked at a strength of 550 troops, including Indigenous personnel. Their AO consisted of 4,500,000 km² of coastline and multiple rivers.¹³

The Nackerroos served for over two years. They patrolled the Australian North, staffed observation posts, and remained ready to "report on, engage and delay the Japanese had they landed."¹⁴ As the threat of Japanese invasion diminished, operations of the Nackerroos were curtailed, and the unit was eventually disbanded in March 1945.

THE NORTH-WEST MOBILE FORCE

In the 1970s and early 1980s, there was a renewed need for military presence in the North of Australia. The government decided to raise Australian Army Reserve infantry units known as the Regional Force Surveillance Units (RFSU). As a result, NORFORCE was created in 1981. The NORFORCE concept of operations was remarkably similar to that of the original Nackerroos. Expectedly, wheeled vehicles replaced the horses for light transport. The unit's first commanding officer, LCol Paul O'Donnell, remarked, "we [NORFORCE] remain firmly committed to our mission of surveillance, reconnaissance and community engagement. Through this, we will continue to build strong ties with the many communities across our area of operations and continue to lead the Army's contribution to supporting regional and remote development in the North and Northwest of Australia."¹⁵



4 CRPG members with NORFORCE hosts – Exercise SOUTHERN CROSS 1

The regimental HQ is located at the Larrakeyah Barracks in Darwin. The AO of NORFORCE encompasses the entire Northern Territory and the Kimberly Region of Northwestern Australia—a total of 11,000 km of coastline and 1.8 million km² are kilometres of diverse inland terrain.¹⁶ To perpetuate its lineage from the Nackerroos, NORFORCE adopted the orange and green "double diamond" patch, originally worn by them during the Second World War.¹⁷ The NORFORCE cap badge depicts the frill-necked lizard as their official unit emblem, superimposed over crossed boomerangs. The unit's motto, "Ever Vigilant," is inscribed on the emblem. NORFORCE consists of four squadrons, namely Darwin, Arnhem, Kimberley, and Centre, which are divided into various patrols. The formation recruits from numerous Indigenous communities. Hence, NORFORCE ranks include a high percentage of Indigenous soldiers with intimate knowledge of the areas they patrol.



Today, the Canadian Rangers (Pacific) are part of 4 CRPG and have expanded into the Prairie provinces. 4 CRPG consists of BC Company, Alberta/Saskatchewan Company, Manitoba Company, and the Junior Canadian Ranger (JCR) Company.

Source: Capt. Natasha Terstigh, 4 CRPG, PAO



NORFORCE conducting bear awareness training

Source: Major Geoffrey Robinson



Short Halt – Patrolling in Arnhem Land



NORFORCE and Canadian Rangers conducting Snowmobile Mobility Training

Source: Capt Natasha Terstigh, 4 CRPG, PAO



NORFORCE leaders placing a wreath at the Remembrance Day Ceremony, Victoria

Source: Capt Natasha Terstigh, 4 CRPG, PAO

Source: Department of National Defence

EXERCISES SOUTHERN CROSS AND NORTHERN LIGHTS

Although located on opposite sides of the globe, the similarities between the history, roles, missions and tasks of 4 CRPG and NORFORCE are striking. The units have similar functions, which include observing and reporting suspicious activities in the region and patrolling vast tracts of diverse terrain and coastline. Additionally, 4 CRPG and NORFORCE both recruit heavily from Indigenous populations and are diverse in their composition. Both gain considerably from the expertise and knowledge of Indigenous personnel. Moreover, both units draw their lineage from wartime predecessors that shared a common enemy. Even their respective mottos are remarkably similar: “Vigilans” and “Ever Vigilant,” respectively.

The recognition of the similarities led to the pursuit of regular unit exchanges between 4 CRPG and NORFORCE. In August 2011, Australia hosted a contingent of Canadian Rangers and staff from 4 CRPG. The first iteration of Exercise SOUTHERN CROSS involved cultural and professional exchanges and acquainted Canadian Rangers with Australia’s Indigenous and Army cultures. During the 17-day event, Australian counterparts introduced 4 CRPG personnel to the unit’s best practices and operations throughout the Northern Territory and in the remote Indigenous communities.

In the fall of 2015, members of NORFORCE travelled to Canada to participate in Exercise NORTHERN LIGHTS. Ten members of NORFORCE attended the training sessions conducted in three of the four provinces—BC, Alberta and Manitoba—where 4 CRPG operates. The intent was to share with the delegation the difficulties of operating in a rugged coastal environment with humidity and cold temperatures. The training commenced in BC, followed by a visit to Nootka Island, a traditional Mowachat/Muchalaht First Nations Community. The members then travelled to Alberta, where they took a shortened version of the 4 CRPG Basic Wilderness Survival Training course. NORFORCE members could draw many parallels with their own desert-based survival course. Lastly, the team travelled to Manitoba to undergo training in Churchill, giving them an experience of the sub-Arctic region.

The following year, 4 CRPG travelled to Australia to conduct a series of Exercise SOUTHERN CROSS, and the author had the privilege of attending as the team officer. The exercise began with acclimatization and initial indoctrination in Darwin. This was followed by medical training that focused on heat and environmental injuries specific to the region, including snake bites. During the predator awareness training, the Canadian delegation learned about the vast array of deadly snakes and hostile insects. The threats included the presence of saltwater crocodiles in nearly every water source in the Northern Territory, along with great white sharks off the coast.

The delegation travelled throughout Northern Australia from Nhulunbuy at the north tip through Arnhem Land to Alice Springs and back to Darwin. The Canadian Rangers were impressed by the vastness of the country, the desert terrain, and the incredible distances that NORFORCE personnel travel in patrolling their AO. The visit led to an exchange of best practices and reinforced the similarities of the units in terms of their operations and areas of patrolling. The extremes of heat in Australia were an eye opener for many Canadians, as were Canada’s cold temperatures for Australians during their previous trip. Much of the area in Arnhem Land remains closed to resident Australians, as it is home to traditional Indigenous land. The delegation felt privileged to interact with the local Indigenous inhabitants during their visit.

In 2017, NORFORCE returned to 4 CRPG for the next iteration of Exercise NORTHERN LIGHTS. The Australian participants were put through horsemanship training, which reminded them of the history of their Nackeroo lineage. They were challenged by extreme coastal wet weather and wind during a complete Basic Wilderness Survival Training Course in Coal Harbour. Lastly, NORFORCE members were offered familiarization training on rigid hull inflatable boats and boarding training by local Canadian Rangers.

The exchanges continued in 2018, with NORFORCE hosting members of 4 CRPG. During the visit, heavy emphasis was placed on environmental training, but the main takeaway for Rangers came from an abridged version of the Desert Survival Course. Comparing the Desert Survival Training to the Basic Wilderness Survival Training in Canada, the Rangers realized that although the principles and skills were similar, the differences in terrain and climate were new challenges. Night navigation using constellations was entirely new for the Canadian participants.

Another round of Exercise NORTHERN LIGHTS was conducted in November 2019. Before field training, the NORFORCE contingent participated in the 11 November ceremony in Victoria and placed wreaths on the cenotaph. The Australians attracted attention among other attendees who had not seen Australian Service Dress before and were curious about their presence in Canada. NORFORCE members were excellent ambassadors of their country and interacted with the local populace after the parade.

During the exercise, the members of NORFORCE travelled into the interior of Northern BC and became acquainted with the challenges of patrolling in the mountains using snowmobiles. Over the next few days, NORFORCE members were trained in predator (bear) awareness, avalanche safety and equipment used while patrolling, helicopter operations in winter conditions, overnight operations in the backcountry, and mountain snowmobiling.

The COVID-19 pandemic disrupted the delegation exchanges, which were resumed in May 2022 when 4 CRPG hosted Exercise NORTHERN LIGHTS. It was a milestone, as 4 CRPG hosted the Canadian Rangers 75th Anniversary Rendezvous in Victoria, attended by all five CRPGs and their Australian counterparts. Unlike the previous exercises, the 2022 Australian delegation was made up of NORFORCE members and personnel from Regional Force Surveillance Units (RFSU) that now form the Regional Force Surveillance Group (RFSG). The RFSG came into effect on 4 October 2018 and included the following sub-units: Group Headquarters; NORFORCE (Northern Territory and Kimberly region); the Pilbara Regiment (Western Australia region); the 51st Battalion, Far North Queensland Regiment (North Queensland region); and the Indigenous Development Wing. This is another similarity between the two units, as 4 CRPG consists of companies from four provinces.

After undergoing acclimatization, receiving kits and briefings, the RFSG delegation participated in the 75th anniversary celebrations conducted on 22–23 May in Victoria. During the exercise, the participants were trained on mobility skills using all-terrain vehicles, wilderness survival skills including improvised shelters, fire starting and acquiring food and water off the land, and predator control.

CONCLUSION

The reciprocal small unit exchange between 4 CRPG and NORFORCE (now RFSG) has proved to be highly successful. The parallels in unit histories and their present-day roles are apparent to all who have participated in the series of exercises. The opportunity to share best practices and learn from each other has helped improve both organizations and strengthened the units. 4 CRPG's history and its alliance with NORFORCE make it a unique CRPG which is worthy of greater attention from within and outside the Canadian Army. 🍁

ABOUT THE AUTHOR

Major Geoffrey Robinson is an infantry officer with Princess Patricia's Canadian Light Infantry (PPCLI). He is the Officer Commanding British Columbia Company, 4 CRPG, and is pursuing the Joint Command and Staff Programme. He was deployed to Afghanistan as part of 1 PPCLI Battle Group TF 1-06. Major Robinson has held various positions at the Western Area Training Centre and Joint Task Force West (3rd Canadian Division HQ). Recently, he commanded Task Force Canadian Rangers (Pacific) on Operation LASER.

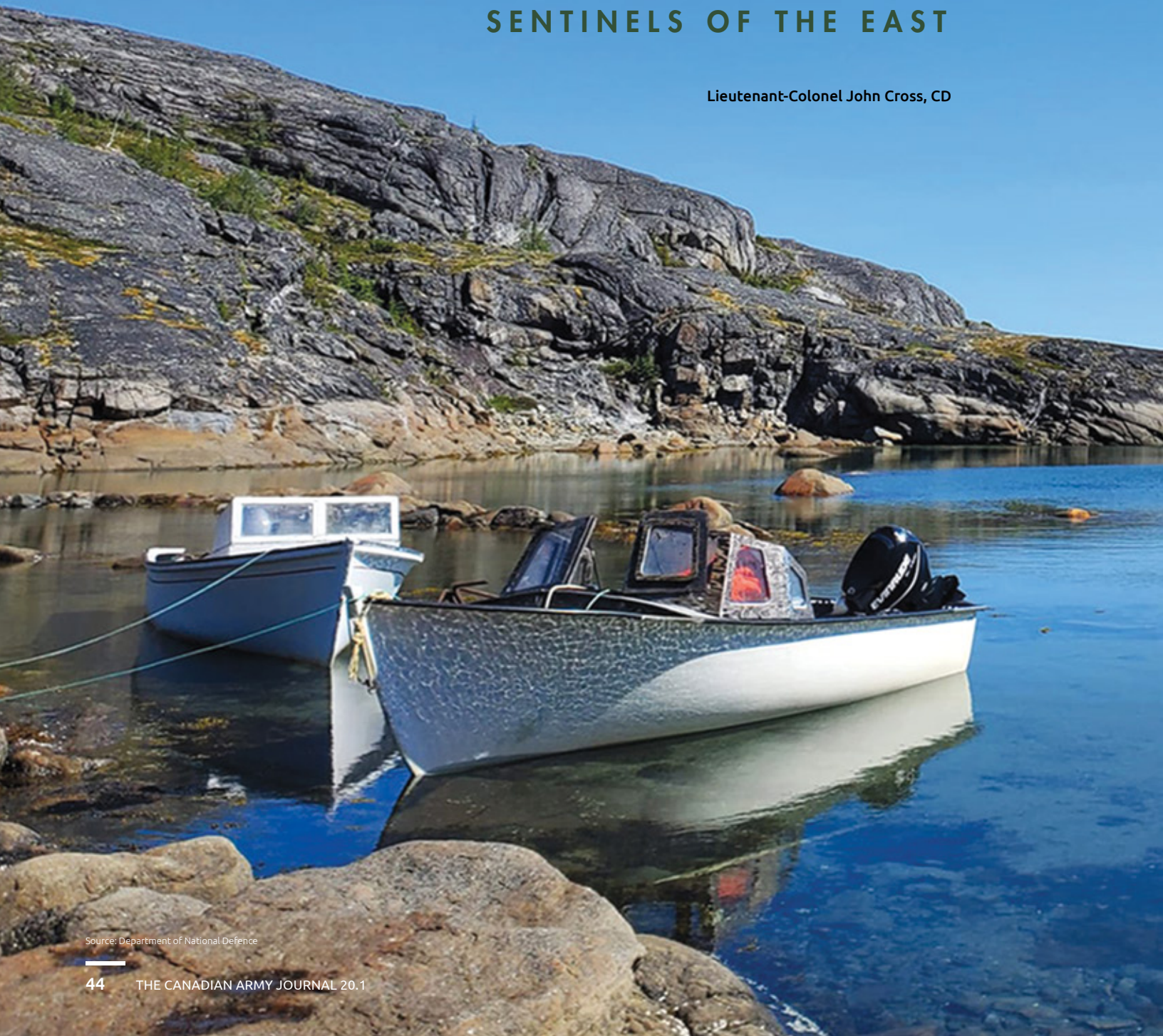
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5th CANADIAN RANGER PATROL GROUP:

SENTINELS OF THE EAST

Lieutenant-Colonel John Cross, CD



Source: Department of National Defence

For 75 years, the Canadian Rangers have stood guard in the remotest and most isolated areas of our country. They have dedicatedly served their communities and acted as the “eyes, ears, and voice” of the Canadian Armed Forces (CAF).¹ Throughout those years, the Rangers have experienced ebbs and flows in terms of the resources, equipment and training available. Even the Canadian Ranger patrols, which are at the heart of every Canadian Ranger Patrol Group, have evolved. A typical patrol consists of 32 Rangers led by a patrol sergeant and a master corporal, with three sections of 10 Rangers, each led by a master corporal. Much has changed over the years, and modern Canadian Ranger patrols have significantly greater capacity and capability compared to their predecessors. The same applies to the Rangers of today, who are well kitted with personal clothing and equipment to operate better in austere conditions and remote areas.

These positive developments illustrate the growing recognition of the Canadian Rangers and the improved resourcing, equipment, training and support for today’s patrols. This article highlights the transformation of the 5th Canadian Ranger Patrol Group (5 CRPG), the role played by its valuable personnel and the chronological evolution of the patrol group.

HISTORICAL OVERVIEW

The first Canadian Ranger patrol for Newfoundland and Labrador was established in 1951. At first, the patrols were organized within companies, with four patrols per company. This remained in effect until the late 1990s, when the company structure was abandoned in favour of individual patrols.

In January 1951, Eastern Command began planning for two companies: one covering the northern Newfoundland and Labrador side of the Strait of Belle Isle, with headquarters (HQ) in St. Anthony, the other responsible for the area from what was then known as Spotted Islands up the north shore of Labrador, with HQ in Cartwright. As a result, No. 22 (Cartwright, Labrador) and No. 23 (St. Anthony, Newfoundland) were officially established. The population of Newfoundland and Labrador was widely dispersed in the 1950s, and the lack of roads and railways and the scarcity of communication lines posed additional challenges for the organizers. Captain Ambrose J. Shea, whose knowledge proved to be an asset, was hired as the Ranger Liaison Officer (RLO) and served in that capacity for over a decade. The RLO was the only military member involved with the Rangers.

Source: Lieutenant-Colonel John Cross

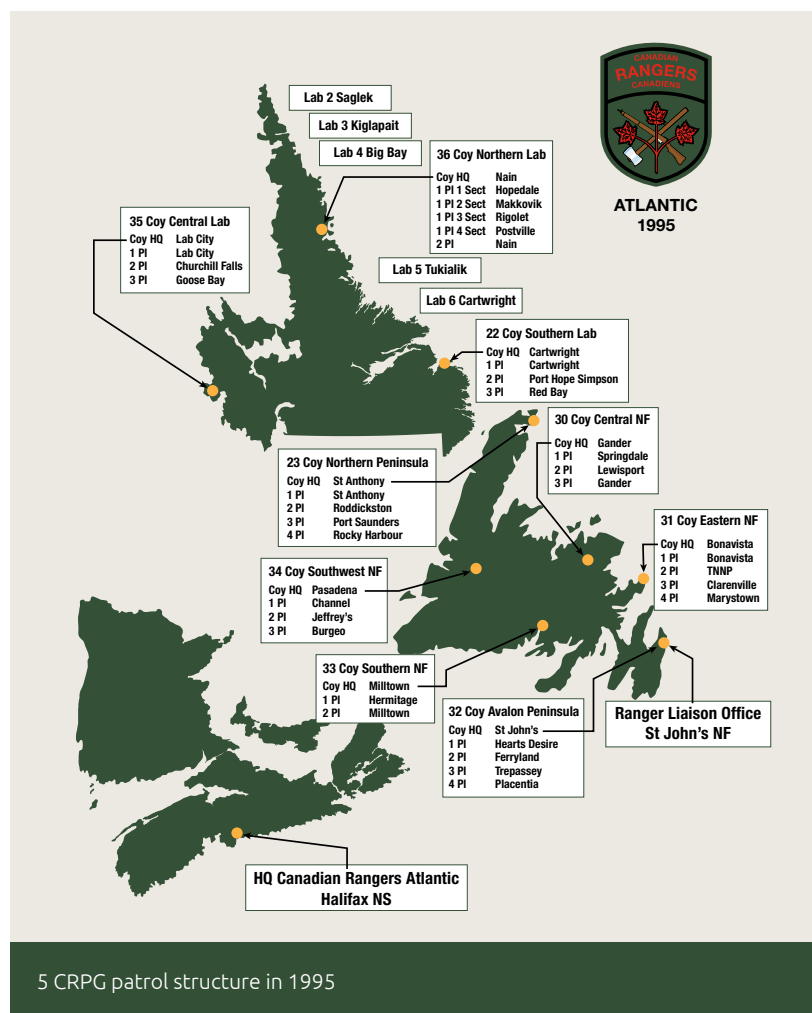


5 Canadian Ranger Patrol Group Headquarters



Source: Google

5 CRPG Canadian Ranger and Junior Canadian Ranger patrol locations



The task of expanding the Rangers was daunting. Along with the lack of roads, rail and communications, weather conditions posed unprecedented challenges. The RLO was responsible for visiting approximately 600 communities along more than 13,000 km of coastline, finding suitable people to explain the Ranger program to, and then trying to get them to enlist. His points of contact for prospective Rangers included the RCMP, magistrates, merchants and priests.

Throughout 1951, Captain Shea visited a number of communities along the coast, hitching rides on various vessels and distributing 145 rifles and 16,992 rounds to platoons. By the end of the year, the northern Newfoundland and Labrador companies were fully formed. From 1951 to 1958, the strength of the Eastern Command increased from 97 to 562 Rangers.²

In the 1970s, although many Ranger patrols in the eastern region were relatively dormant compared to their counterparts in the western region, they remained actively involved in serving at the community level. The patrols were

administered by the RLO in St. John's, while the main HQ was located in Halifax. During this period, the Rangers were provided with an armband, a Lee-Enfield rifle and .303 ammunition.³ One of the active Rangers during the period was Captain Fred Cox, the commander of No. 34 Company. Captain Cox held meetings with his platoon commanders and even produced a newsletter for the company at his own expense. In September 1979, Cox was promoted to major—the only Ranger to rise to that rank. He was awarded the Order of Military Merit in 1985 for 35 years of continuous service.

The 1980s saw a gentle resurgence of the Rangers in the Atlantic region when Captain Les Palhazki became the new RLO. He travelled thousands of kilometres, met with platoon commanders, discussed training and planned local activities. Even in the 1980s, the Rangers received negligible field training but were paid for the occasional training seminar. Their main activity was to gather for target practice and marksmanship that kept the unit together. Given the low budget (\$75,000 for the Atlantic region in 1986–87),⁴ Captain Palhazki turned to willing organizations and arranged meeting rooms and shooting ranges free of charge.

Lieutenant Herbert Moulton, the current patrol commander, joined the Marystown Patrol as a ranger in 1973; he was one of the original members. After being promoted to the rank of sergeant in 1978, he was responsible for the patrol's recruitment, organization and training. Lieutenant Moulton is a shining example of Canadian Ranger dedication and was commended for his professionalism in providing support to 103 Search and Rescue Squadron in 2006. Lieutenant Moulton has been a participant in the CAF Small Arms Competition and was involved in the Canadian Army-led C19 trials conducted in British Columbia for the development of the new Ranger rifle. In 2012, Lieutenant Moulton worked with 5 Canadian Ranger Patrol Headquarters to stand up the Burin North Patrol. His leadership and personal influence within local communities were critical in shaping and successfully rolling out the new patrol. Lieutenant Moulton successfully led and mentored Canadian Rangers for nearly five decades, while providing honest and comprehensive counsel to HQ. For this and so much more, Lieutenant Moulton was awarded the Order of Military Merit (member).

THE CONTEMPORARY EVOLUTION OF 5th CANADIAN RANGER PATROL GROUP

As part of the federal government's priority of expanding Canadian Forces operations in the Arctic, Prime Minister Stephen Harper announced on 10 August 2007 that the Canadian Rangers would be expanded. The aim was to increase the number of Rangers to 5,000 by the end of fiscal year 2011–2012.⁵ In 2008, 5 CRPG consisted of 29 Canadian Ranger patrols and 11 Junior Canadian Ranger patrols. The unit quickly achieved its initial growth mandate of two patrols, and a third was authorized. In less than three years, the unit enrolled 217 Canadian Rangers and grew to 32 Canadian Ranger patrols and 14 Junior Canadian Ranger patrols. A Canadian Ranger tasking order issued in March 2013 directed additional expansion in Labrador with the intent to double the Canadian Rangers' numbers there from 300 to 600 by 2017; however, that growth has not been realized as anticipated.

In 2013, resource reallocations in the wider CAF led to 5 CRPG HQ losing more than half of its staff. Those reductions halted expansion efforts and greatly reduced the capacity to effectively train and support Ranger patrols. To mitigate the staff shortages, Canadian Rangers were employed on short-term Class B contracts to assist sections in the conduct of administration and logistics in support of training. Employment of Rangers in the HQ provided much-needed relief. It also kept members of the HQ—who typically do not go out to visit Canadian Ranger patrols—in touch with what it meant to be a Canadian Ranger. So that Canadian Rangers could be employed effectively within the administrative and logistics sections of the HQ, they were provided with informal training, including the basics of supply and

Source: Warrant Officer W. Molloy



Commander 5th Canadian Division, Brigadier-General Paul Peyton, and Division Sergeant Major, Chief Warrant Officer Mark Von Kalben, visiting Canadian Ranger Cape Freels Patrol

administrative functions. Over time, those skill sets were enhanced and honed considerably. In recent years, during 5th Canadian Division HQ G4 Staff Assistant Visits, it was noted by G4 Supply, Master Warrant Officer L. D. Ledgister, that Canadian Rangers "represent a tremendous capability for the HQ as they were able to effectively locate requested line items for verification and demonstrated excellent materiel management practices." Employing Rangers at the HQ has resulted in many successes for 5 CRPG and has strengthened the unit's capability.

The success stories of Canadian Rangers employed within the HQ QM section paved the way for the supply section second in command, Master Corporal Wendy Lush, to develop the Canadian Ranger Stores Representative initiative. At 5 CRPG, the Canadian Ranger Instructor is the primary point of contact for all things within the patrol,



including training, administration and logistics. Given staff shortages, especially within the Canadian Ranger Instructor cadre, there were significant delays in addressing the logistics and administrative needs of the patrol. To alleviate some of the workload, Master Corporal Lush and her team proposed that capacity be built within each patrol that would partner with the QM team to address logistics-related needs.

The team developed a two-day package that would be taught to any Ranger designated as a Stores Rep. The training covered verification of patrol stores and individual accounts, serial number accounting control verification, clothing/equipment issues, returns and exchanges, and tagging of equipment for non-serviceability. By interacting directly with HQ QM staff, 5 CRPG was able to reduce the reliance on the Canadian Ranger Instructor and build logistics capability within the patrol. Noted benefits included reduced turnaround time for supply-related matters and a decrease in the time required to kit new members and release retiring members. The arrangement also empowered Canadian Ranger patrols to address their supply needs, thus increasing operational capability and strengthening patrol accountability and material management compliance. It was complemented by the development of a training package to provide each Canadian Ranger patrol with an administrative representative. The administrative representatives were trained on the completion of various forms such as those required for enrolments, releases, pay sheets / bulk claims, identification cards, supplementary death benefits and Memorial Crosses. This significantly assisted the patrols in completing their annual readiness verification and allowed the Ranger Instructor to focus on training while in location.

Chief Warrant Officer Vaden Burt, supply technician, retired from the Regular Force in 2000 before taking a job with 5 CRPG, where he became responsible for logistics support and inventory control. In his words, "To say I was

shocked on arrival would be an understatement. There was minimal warehouse space which also incorporated office space, attractive items were sitting on the floor while glow sticks were in a locked cabinet, and paper products were stored outdoors tarped over." Chief Warrant Officer Burt was responsible for supporting 720 Canadian Rangers in 28 patrols dispersed across Newfoundland and Labrador, as well as 12 Junior Canadian Ranger patrols. His priority was to ensure that each patrol member was provided with the kit they were entitled to, which consisted of the Lee-Enfield .303 rifle with accessories, 60 rounds of ammunition, a red Ranger hoodie, a T-shirt and a ball hat. In 2005, the Ranger motto "lightly equipped" was true to its word, as there was very little in terms of patrol stores.

The HQ then engaged Canadian Rangers to determine what sort of kit was required. In addition, the instructors required supplies for when they deployed out to the patrols to conduct training. Working with 5th Canadian Division HQ and the Canadian Ranger National Authority, the Rangers submitted a list of equipment that would accommodate the needs of Canadian Rangers and Junior Canadian Rangers. In 2008, when the Army was transitioning to CADPAT and extreme cold weather clothing, it offered the old-style winter parka, combat boots, flannel shirt, wind pants, balaclava and other items to the Canadian Rangers. There were plenty of these supplies, and they greatly enhanced Canadian Rangers' capability on the land. Funding increases also facilitated the local purchase of wet-weather boots, while the HQ vehicle fleet expanded to include the light oversnow vehicles (LOSV), Argo all-terrain vehicles (ATV), flatbeds and enclosed trailers.

In 2015, the Canadian Ranger National Authority rolled out the Canadian Ranger Distinctive Uniform project, which replaced the clothing items that had been issued previously. This installment of kit added to the operational effectiveness of Canadian Rangers deployed on the land



Source: Warrant Officer W. Molloy

and enhanced their identity through the use of “Ranger Red.” The new clothing would be identical to that issued to other members of the Canadian Forces, except that upper-body clothing would mirror the red of the Ranger hoodie. The clothing included a parka, rain gear, a small backpack, a Gerber® knife, gloves, boots and a fleece, as well as an assortment of socks, shorts and cold-weather underwear. All in all, this resulted in well-kitted Rangers able to work comfortably in their field environment while maintaining their Canadian Ranger distinction. The distribution of this kit was a tremendous undertaking for 5 CRPG’s small logistics team, which was responsible for sizing and kitting more than 900 Canadian Rangers in 32 patrols dispersed across all of Newfoundland and Labrador. The team quickly built a database and mailed out sizing kits to patrols which were augmented by instructors as they conducted training events. The deliveries were dispatched in multiple forms as the unit leveraged instructors moving into the location, Canada Post, Central Material Traffic Terminal, air freight and local ferry services. In one instance, the commanding officer and the Group Sergeant Major, who were flying out to visit some training sessions in Labrador, were asked to carry kits that needed to be issued.

Notwithstanding the traditional issues of a lack of common and uncommon sizes, the delivery was a great success and a huge accomplishment for all the members involved.

Today’s patrols are kitted with tent groups, communications and navigation sets to enhance their mobility and survivability on the land. Patrols are issued GPSs, maps and compasses to help them navigate, and they receive training on the pieces of kit. Patrols have also participated in marine navigation training to enhance their capability in conducting coastal patrols. A communication suite consisting of the high-frequency PCX 250™ allows for directional communication covering distances of several hundred kilometres. Patrols are also issued a satellite phone, the APX 4000,™

for the internal line-of-sight communications, as well as the Track24 Whisper™, an iridium satellite-based tracking device that facilitates two-way text messaging and allows the HQ to track deployed patrols online (four Whispers per patrol).

This equipment is further enhanced by training aimed at allowing patrols to deploy independently. Between 2014 and 2017, the commanding officer, Lieutenant-Colonel Terry Stead, implemented a three-year training plan that culminated with the self-deployment of lightly equipped, self-sufficient mobile forces in support of a domestic operation. The training event would involve a downed aircraft with multiple casualties in a remote location. Over the next three years, Ranger interoperability and patrol field deployments were enhanced with innovative training in first aid, wilderness and remote first aid, and ground search and rescue techniques. Patrol leaders were mentored in command team operating philosophy, the conduct of patrol administration, provision of logistics support, planning, issuing orders and commanding patrol deployments. The synchronization of all these efforts would enhance patrol operational capability and readiness to self-deploy in support of a domestic operation.

Canadian Ranger Instructors were employed as observers/controllers for the final validation, along with other members of the HQ to ensure impartiality of the assessment. Patrols were given orders based on a downed aircraft scenario and were assessed on their ability to lead their patrol through it. In the scenario, the patrol would set up a command post, establish communications with higher HQ and deploy their three sections to complete independent tasks such as securing the crash site, administering first aid, tracking missing individuals, building improvised shelters and preparing a helicopter landing zone. The validation resulted in 70% of patrols being confirmed for independent deployment, clearly demonstrating Canadian Ranger patrol capability.



Repairing a broken track

Notably, 5 CRPG was the first unit to receive the new Canadian Ranger C19 rifle, manufactured by Colt Canada, and issue it to its members. The first 150 rifles were delivered to 5 CRPG HQ and, on 27 April 2018, the members of the Clareville Patrol made history as the first Canadian Rangers to be issued the C19. They were also the first Rangers to receive their trusted .303 calibre Lee Enfield rifles. Ranger Austin Adams, a Canadian Ranger since the fall of 1972, was the first to be issued his rifle.

Canadian Rangers are funded for 12 days of training annually, which in recent years has taken the form of three 4-day training events. The first block of training, Exercise (Ex) GATEWAY RANGER, is held during the period from April to July and consists of an annual readiness verification, mandated training and briefs, and the annual classification shoot on the C19 Ranger rifle. Ex OVERLAND RANGER (August–December) focuses on developing Canadian Ranger skill sets for deployability and survivability on the land, such as establishment and occupation of a bivouac site and improvised shelters and the conduct of other section-level tasks. Ex SNOWDRIFT RANGER (January–March) involves a long-range patrol via LOSV using GPS to mark prominent features within the patrol's area of responsibility (AOR). Patrols also participate in supporting local community events, including Remembrance Day ceremonies.

During Ex TRITON GAZE 2018, 5 CRPG deployed two Canadian Ranger-owned long liner fishing vessels, crewed by ten Rangers and two members from 5 CRPG HQ in support of a 30-day, long-range coastal presence patrol from Cartwright (LAB-6) in the South to Saglek (LAB-2) in the North and back. Exercise preparations included the



inspections of both vessels, movement of personnel to the locations of selected vessels and completion of seamanship and crew familiarization. With preparatory training completed, both vessels conducted patrol tasks in accordance with patrol trace. The North Warning System inspection completion was coordinated with the Cartwright, Nain, Makkovik and Hopedale patrols, together with the personnel involved in the exercise. 5 CRPG re-affirmed knowledge of traditional maritime routes within several Canadian Ranger patrols' AORs along the Northeast Labrador Coast and demonstrated their ability to conduct operations along the Labrador coast.

Over the years, 5 CRPG has conducted numerous on-ramp activities in the form of collective training events. It has carried out coastal patrols that have circumnavigated Newfoundland and extended as far north in Labrador



Source: Warrant Officer W. Molloy

Hermitage Patrol bivouac site at night

as Ugjuktok Fiord at the foot of the Torngat Mountains. In the interior of Newfoundland and Labrador, numerous long-range patrols have been conducted via ATV and LOSV to demonstrate presence on the land, including a dismounted patrol across Newfoundland's Northern Peninsula from Jackson's Arm to Parson's Pond.

Canadian Rangers also regularly participate in other unit/formation exercises, such as the Arctic Company Response Group and 5th Canadian Division's Exercise MAROON SOJOURN, where they work with Division soldiers, often acting as guides and cold weather survival mentors given their in-depth understanding of and operational experience on the land where they operate. Other support they provide includes participation in exercises such as Op NANOOK and Op RALEIGH; planned inspections of five North Warning System sites located along the coast of Labrador; and RCMP requests for ground search and rescue support. 5 CRPG has Rangers located in more than 230 communities and is a significant asset for the CAF. In 2010, during Hurricane Igor, Rangers across the affected area of operations were able to quickly send pictures showing conditions in local communities, such as flooded areas and washed-out roads and bridges. More recently, as part of the Canadian Army's response to COVID-19, 5 CRPG had 300 Canadian Rangers on Class C service who provided a number of services in support of local communities, including delivering food hampers and wood to vulnerable community members, escorting members to vaccination clinics and conducting weekly community assessments on a number of our more isolated communities.

The Canadian Rangers are the face of the CAF in many of Newfoundland and Labrador's remote and isolated communities. The patrol is often the only resourced and

organized structure within their communities that can activate on short order to provide support in emergency situations. Patrols receive tremendous support from their local communities, including access to facilities for conducting training and space to store patrol kits. Canadian Rangers take pride in themselves, their patrol and their service and will continue to serve Canada proudly. 🍁

ABOUT THE AUTHOR

Lieutenant-Colonel John Cross has been with 5th Canadian Ranger Patrol Group since 2009 and became the unit's commanding officer in 2021. Working with 5 CRPG and seeing its transformation and continued integration into the Canadian Army has been a career highlight.

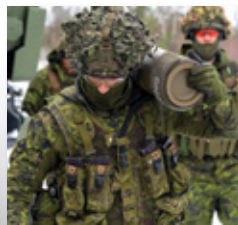
ENDNOTES

1. This article is based on P. Whitney Lackenbauer, *The Canadian Rangers: A Living History* (Vancouver: UBC Press, 2013).
2. Ibid., 124–132.
3. P. Whitney Lackenbauer, "Sentinels of Sovereignty": How the Canadian Rangers came to be the shadow army of the North," *Canada's History*, 24 May 2013, <https://www.canadashistory.ca/explore/first-nations-inuit-metis/sentinels-of-sovereignty>.
4. Ibid., 297.
5. Government of Canada, "Prime Minister Announces Expansion of Canadian Forces Facilities and Operations in the Arctic," 10 August 2007, <https://www.canada.ca/en/news/archive/2007/08/prime-minister-announces-expansion-canadian-forces-facilities-operations-arctic.html>.

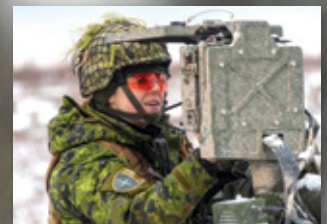
STRATEGIC REPLENISHMENT OF AMMUNITION :

A PROPOSAL TO ACHIEVE OPERATIONAL READINESS

Lieutenant-Colonel G. Olivier



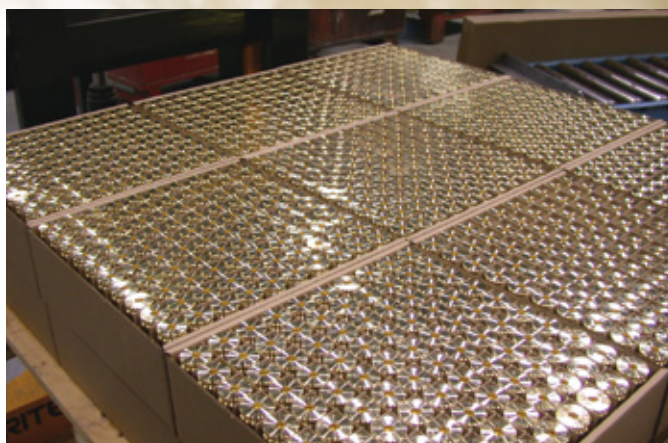
Source: Combat Camera



As Canada offers military aid (including ammunition) to Ukraine amid the ongoing war in Europe, the issue of ammunition replenishment has become more pressing.¹ In September 2022, Canada's Minister of National Defence, Anita Anand, met with the Munitions Supply Program (MSP) partners to discuss readiness and the necessary provisioning of ammunition.² Given the growing importance of the broader subject, it is pertinent to pose a crucial question: Do we have enough ammunition and explosives (A&E) in the Canadian Armed Forces (CAF)?

The most commonly assumed answer to this question is "Yes!" However, from a strategic/operational perspective, and for those concerned with "true" operational readiness, a more appropriate response should be "We are not sure." Needless to say, this is a troubling answer that deserves greater attention from scholars and policy makers. The A&E issue examined in this article is complex and, unfortunately, efforts to resolve it have not gained much momentum beyond good intentions. However, in recent years, there has been a growing impetus to address the issues and weaknesses in the current trajectory of A&E development.

A degree of "strategic impasse" exists due to inefficient handling of the ammunition (ammo) requirement, insufficient funding and complex procurement. The ongoing issues are exacerbated by the opacity created within and between headquarters, which precludes the organization from seeing clearly and acting with conviction to sustain the defence strategy and manage the risks associated with insufficient stockpiles of ammunition. In the current context, the operational readiness of the CAF is jeopardized. As noted by the Auditor General of Canada, "National Defence should review its materiel forecasting and positioning to ensure that sufficient stocks are maintained...[and] also review its materiel availability measures at the warehouse and national levels and use these measures to monitor whether stock levels are met."³



Source: GD-OTS-C

Fuze and high explosive insertion of the 40mm LV 6b at the General Dynamics-Ordnance Tactical Systems-Canada (GD-OTS-C) facility in Repentigny, Quebec. GD-OTS-C is an important strategic source of supply for Canada.

This article presents a replenishment model for establishing strategic/operational control limits and, by extension, A&E stockpiling, which ultimately seeks to empower the CAF to ensure its operational readiness.

BACKGROUND

Stocks and Control

The Strategic Joint Staff (SJS) is responsible for identifying the CAF's stock requirement. The needs and larger management of A&E are divided into two categories: free stock (FS) and reserve stock (RS).⁴ FS is used for lower-intensity operations and training, including the training conducted during named operations.⁵ CAF demand for FS is determined via feedback loops at various staff levels of the organization. Quantities are then rolled up to SJS, which allocates the FS yearly to environmental commands (EC) and other Level 1 (L1) organizations. RS is held in the Defence Supply Chain⁶ as a risk or contingency measure for the potential escalation of conflict during domestic and/or deployed operations turned to the highest intensity.⁷

The release of RS requires approvals at the highest level, and it is used only for the direst of circumstances. However, RS quantities in the CAF are determined with a less standardized approach than that required for FS. Although the FS–RS categorization is widely used in the A&E community, there is no clear outline of what it means in terms of the strategic requirement and corresponding control limits or how to establish a pertinent common understanding of the demand signal and its commensurate supply chain management.⁸

Procurement Oversight

In theory, pan-departmental standing committees⁹ oversee and steer the identification of the A&E requirement, its funding and procurement. In practice, it is the funding that frames the demand, making the resource dependence theory (RDT) the conceptual foundation of any program oversight. The RDT “is premised on the notion that all organizations critically depend on other organizations for the provision of vital resources and that this dependence is often reciprocal.”¹⁰ Notably, the annual funding allocated to the Director Ammunition and Explosives Management and Engineering (DAEME) for the procurement of A&E barely fluctuates, remaining close to \$150 million from year to year.¹¹ Usually, requests for more funding are met with bureaucratic resistance.

Overall, the combination of resource dependency and the lack of a solid approach to determining the demand signal makes it challenging to effect any change or adjustment to the ongoing ammo situation. Even forecasting lower spending is met with similar caution, reinforcing the incentive to “spend it or lose it.” This is reflective of inertia and departmental stasis, which often resist demand changes from year to year, even when those changes are deemed essential. Therefore, even when the right stakeholders are gathered by standing committees, procurement oversight tends to remain concerned with stability and predictability as the most “important dimension of its operation.”¹² Hence, it would not be wrong to argue that operational readiness becomes a secondary determinant, as do the A&E demand and the risks associated with insufficient FS and RS for the CAF.

Mitchell, Agle and Wood argue that within an organization there are many stakeholders that can be divided into various categories, including a group based on economic interests.¹³ They also note that these types of stakeholders or communities are “based on the practical reality of limited resources, limited time and attention” and are “defined in terms of their direct relevance to the firm’s economic interests.”¹⁴ The A&E governance structure in the CAF is akin to stakeholders that prioritize economic considerations, which is expected given the limited availability of resources at hand. However, for medium- and long-term effectiveness, there is a growing need to prioritize the operator community,

i.e. the clients’ demand and the corresponding value creation that is needed. The focus should be on the right A&E, in the right quantity, at the right time, coupled with greater attention to the assessment and management of the capability risk.

According to Lieutenant-General M. Rouleau, Commander of Canadian Joint Operations Command (CJOC) at the time, writing in June 2020, “we, the CAF, do not treat ammunition as an operational capability. We have relegated the management to our sustainment community; however, they are not the ones who have the responsibility to establish the demand signal or consciously assess the risks of our procurement choices. This is a shared responsibility between the Services, Chief Force Development and SJS to identify our future requirements and ensure that our choices are informed and sustainable.”¹⁵

Force Posture and Readiness

Strong, Secure, Engaged: Canada’s Defence Policy (SSE) requires the CAF to fulfill eight core missions that encompass four concurrent operations, including six international peace and stability mission sets. Notably, there is a stipulated expectation for the CAF to be prepared to employ all its missions simultaneously. This is arguably an ambitious yet tangible component of the Canadian defence policy. The directive on force posture and readiness (FP&R) further defines such CAF outputs¹⁶ in the form of sustained and discrete mission sets with commitments for daily and contingent operations:¹⁷

- a. Daily operations – North American Aerospace Defense Command, Search and Rescue, and Special Operations Forces,
- b. Domestic operations – High readiness and immediate readiness,
- c. Air mobility,
- d. Other strategic and “reachback” capability/capacity, and
- e. Contingent operations are divided into minor and major operations and their force elements.

With regard to A&E, it was rightly decided that only the force generation and force employment (FE) of daily and contingent operations should determine the FP&R requirements and associated stock levels.¹⁸ This was largely in view of the limited scope of A&E expenditures for other daily and domestic purposes, such as recruit training. However, since the fall of 2017, when the FP&R planning commenced, the sustainment portion of readiness, including ammo, has evolved slowly. In light of SSE, the strategic/operational planners have struggled to advance



Source: Combat Camera

the FP&R and A&E. They have not extensively defined the FS–RS requirement or implemented a viable solution to the CAF’s provisioning and warehousing of A&E. There are sufficient supplies of some A&E natures; small arms ammo is a case in point. However, it should not be assumed that all natures have adequate quantities in stock, especially in terms of the increasingly complex and costly battle-decisive munitions, such as the ammo used in short-range anti-armour weaponry or precision-guided artillery.

Operation REASSURANCE – Latvia

While at the CJOC in 2017, the author¹⁹ co-led (with a colleague from SJS)²⁰ the development of an extensive A&E scale to provision the task force (TF) deploying to Latvia with the necessary ammo.²¹ It involved the active participation of other SJSs, the Canadian Army,²² and DAEME staff. The aim was to first understand the North Atlantic Treaty Organization (NATO) requirement²³ in terms of FS and RS for each force element and to then determine where Canadian A&E should be positioned: in Latvia or elsewhere in Europe, and/or kept in Canada (for RS only).²⁴ The team assessed the latter’s demand, the availability of national stocks and the feasibility of sending high quantities of ammo overseas. The team also factored in the CAF’s ongoing needs, the ability of DAEME to procure additional A&E to supplement/replace²⁵ the stocks moved to the theatre, and the operators’ willingness to accept alternatives to availability issues for a handful of items.

This operational planning lasted two months, with bi-weekly stakeholder engagements and ad-hoc interactions that always included the operator and sustainment communities working together.²⁶ While the stakeholder approach was broad, making it “bewilderingly complex for managers to apply,”²⁷ the underlying idea was to comply with the NATO requirement without compromising on the CAF’s needs. Notwithstanding the complexities involved, this stakeholder management paid off, and the whole enterprise proved to be a relative success. That noted, it was difficult to mitigate some availability issues for the TF and the CAF. Notably, the extensive planning exposed significant A&E availability issues at the national level.²⁸ For the first time, such deficiencies could be quantified and communicated internally to the organization and externally to NATO. Despite the identification of concerning national deficiency and related operational risk to CAF readiness, the issue was not adequately addressed at the strategic level, and the lessons learned from the exercise²⁹ did not generate sufficient attention.

How national procurement of free stock really works

Every fall, for the purpose of procurement planning, the SJS Strategic J4 Ammunition shares with DAEME the aggregate L1 requirement as a forecast of A&E usage for the next fiscal year. This requirement represents the overall L1 planning effort, not yet controlled or challenged by SJS.³⁰ In the following months, given the “unconstrained” character

A&E Replenishment

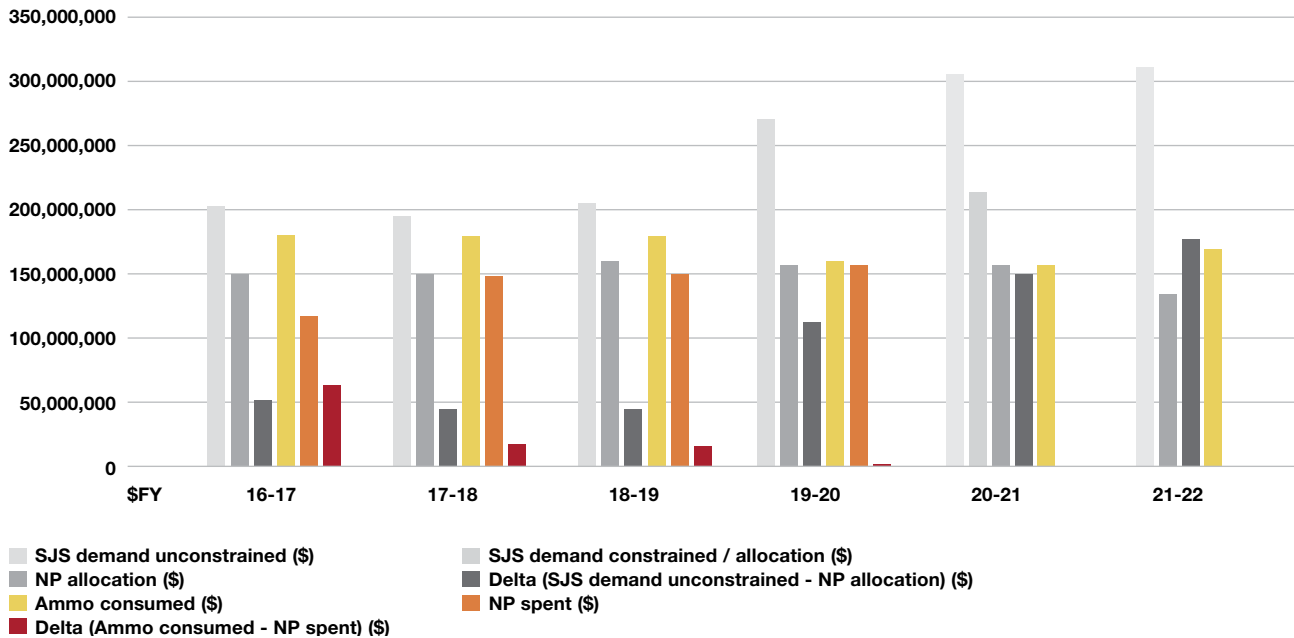


Figure 1: Reality check of the A&E replenishment cycle at the strategic level. Data extracted from DAEME National Procurement Briefing to Director General Land Equipment Program Management, 21 August 2020.

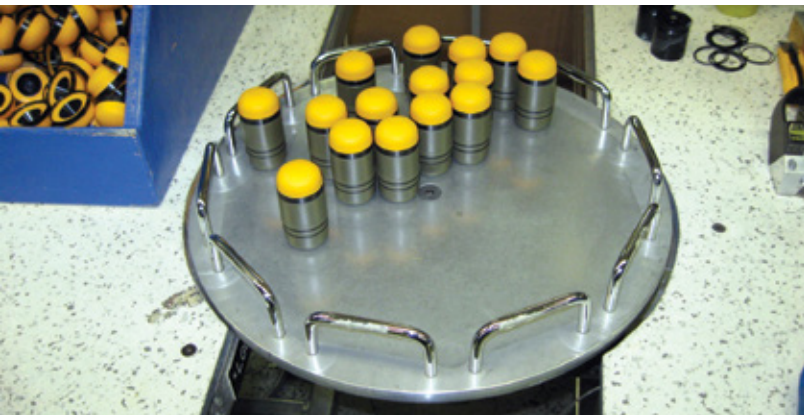
of the demand signal, quantities are further scrutinized exclusively by the sustainment community. Significant L1 variances from the previous year trigger SJS to ask for justifications. One can assume that the unconstrained CAF demand, known as the “CAF demand,” is considered malleable from the very start. The CAF demand can be viewed as a starting point for discussing and determining the constrained CAF demand, known as the “CAF allocation,” as both are driven by the RDT logic and economic considerations noted previously.

Further, primarily based on the DAEME staff advice, some A&E natures and their problematic availability are considered by SJS, which lowers the CAF allocation for the next fiscal year accordingly. Although the CAF allocation is decided for the next fiscal year, SJS considers the whole length of an availability issue, often spanning multiple years, to ensure that all activities (training) continue unabated. It is crucial to understand that availability issues or significant fluctuations of the CAF allocation can seldom be accommodated by DAEME in under two years.³¹ This is because the procurement cycle of in-service A&E is a rigid process with corresponding lead times and is often affected by delays. So, from the CAF demand, the CAF allocation is produced, focusing solely on FS for the next fiscal year. From a departmental standpoint, the provision of A&E is understood as a matter to address yearly, but DAEME must cope with its own procurement cycle and thus consider outer years.

From the explanation above, one can surmise that the yearly CAF demand and CAF allocation of FS are essentially created from multiple and often confusing correspondences within and between higher headquarters and various levels of logistics/ammo staff. Adding to this complex mix is the fact that CAF demand vs CAF allocation vs what is funded to DAEME for procurement initiation vs what is actually expended or consumed are all generally different from one another.

There were concerted attempts in 2019³² and 2020³³ to better define the CAF demand, including the identification of future FS needs beyond the next year (so as to justify the commensurate procurement of A&E in replacement value). However, these attempts did little to resolve the issue but ended up exposing the existing problems further and highlighting the volatility of the CAF operational readiness post-SSE.

In essence, DAEME is expected to decide what to procure annually (or not) based on similar yearly budgets, a lengthy procurement cycle, past consumptions, unreliable external feedback loops and difficult internal predictions. The risk associated with misunderstanding the pan-CAF A&E stocks that are needed in inventory, FS and RS alike, are inadequately considered by those who should be the most concerned: the operator community at the strategic/operational level – SJS, the ECs, and CJOC. Figure 1 reveals the extent of the FS issue.



Source: GD-OTS-C

Last but not least, the National Procurement (NP) funding, also termed the NP allocation, is constantly and at times markedly less than the CAF consumption. This difference emphasizes the current replenishment of A&E at the strategic level failing to sustain the FS reality in the longer term—a situation or deficit that simply grows and gets worse every year. As for the CAF demand, it is repeatedly higher than the constrained CAF allocation, with the actual yearly CAF consumption constantly lower than what was initially allocated. Unfortunately, the data pertaining to the difference between the CAF demand and the CAF allocation (as pictured in the bar graph in Figure 1) is available only for 2020/2021, as it was not captured by SJS for previous years.³⁴ Consequently, given the data presented, the author posits that L1 methodologies to forecast requirements and arrive at reliable quantities are not producing the intended effect. The main reason for this is that the CAF allocation is systematically below what is initially demanded without a commensurate impact being qualified—for example, it does not prompt ECs to signal their corresponding training risk. Adding to the problem, the ammo expenditure is systematically below the CAF allocation, which implies that the Canadian Army is unable to consume what it is constrained to in any given year. It is difficult to grasp the increase in the CAF demand, which started in 2019/2020 and has continued since then (see Figure 1). So far, these increases have been met by DAEME with skepticism and a reluctance to follow this FS trend, given its discrepancies. The consumption for 2019/2020 remained nearly the

same as the previous year, despite a higher CAF demand, which has, in essence, validated DAEME's careful approach. Therefore, despite the periodic invoking of SSE to support the CAF demand for outer years, this sudden excitement cannot be considered a game-changer, as the FP&R planning has yet to solve the FS-RS problem.

Way forward

The CAF-wide issue was exposed in 2017 by the scaling and provisioning of Operation REASSURANCE (Latvia), which deserves greater attention. The accurate SSE demand is still unknown for FS and RS. Additionally, there are irreconcilable tensions and laborious staff efforts³⁵ at the departmental level to properly integrate the ammo program activities. Given the realization that the current availability of ammo is insufficient, continued strategic neglect of the issue jeopardizes the CAF's ability to fulfill its mandate. Above all, a workable framework is imperative to care for the sustenance of FP&R and A&E.

The author proposes a replenishment model based on the establishment and periodic review of strategic control limits and ordering levels,³⁶ commonly known as re-order points (ROP).³⁷ This proposal stems from the granular interpretation of what the FP&R signifies in terms of the requisite FS-RS stocks versus funding and procurement. Fundamentally, such scheme is meant to portray the overall CAF impact and risk associated with insufficient stocks. And for this conceptual framework to work,

[illegible]

it was designed to be simple in its application so that the operator and sustainer communities can fully understand the stakes and work together to strengthen, maintain and thereby maximize operational readiness, especially as it pertains to the neglected RS. As for DAEME, the above-mentioned control limits and ROPs indicate the need to implement longer-term contracts and phased deliveries. This constitutes a significant challenge, considering the funding, procedural and industrial constraints faced by the directorate, as well as the chief concern of the organization and procurement writ large for stability and predictability. The intent of this article is not to comprehensively expand on the procurement intricacies at DAEME, although addressed in relatively more details later in the text. Longer-term contracts and phased deliveries are not only feasible but crucial to the model's application and much-needed simplicity. It also reduces irreconcilable tensions at the departmental level and allows for the development of information requirements for the subsequent and effective control of the A&E inventory.

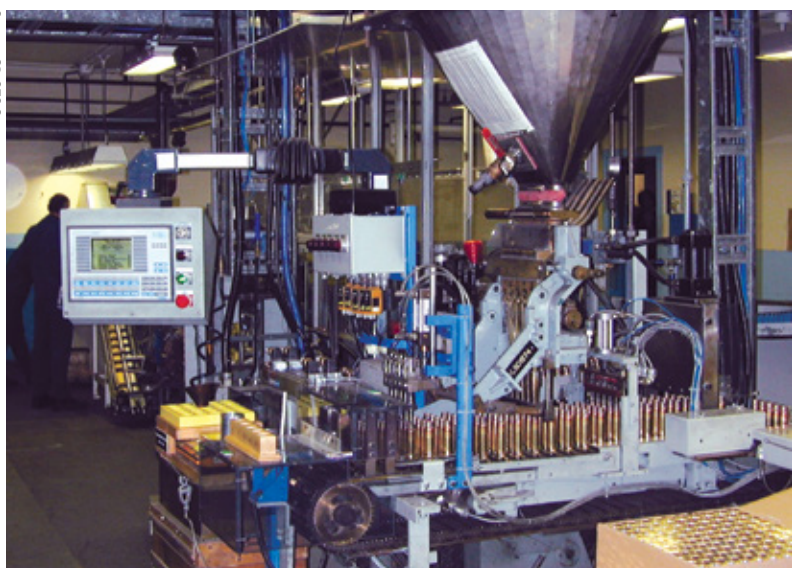
SSE's concurrent operations and force employment

similar in many ways to a CAF output or mission set of the SSE-FP&R, such control limits and surrounding schemes were implemented at the operational level for the purpose of differentiating between strategic and operational limits. The “min” and “max” are the nomenclatures linked to the operational level, not the strategic LCL and UCL. So, in the case of TF LATVIA, A&E control limits in the form of min-max were part of the dual RS-FS scale, and the FS was associated with ordering levels or ROPs as well (see Figure 2 for details).³⁹

a. Q_1 – FS relief quantity to allow reasonable time after replenishment before an operational ROP is triggered (again).

- b. Q_2 – FS quantity that represents a CAF output consumption during the time required for the replenishment of an A&E nature, including stock sourcing and corresponding lead time. It is the quantity associated with the operational ROP for a given A&E nature and mission set, or $Q_{ROP\ AT\ Op\ LVL}$.
- c. Q_3 – FS risk mitigation quantity that reflects the organization's tolerance to risk at the operational level. It is the minimum FS quantity in theatre. In the case of TF LATVIA, the risk measures factored in included the volatility of current operations, deployment duration, the sustainment plan and the training plan, apart from other considerations and uncertainties.
- d. Q_{RS1} – RS quantity readily available⁴² to a CAF output as a contingency measure to the potential escalation of conflict turned to the highest intensity. As an example, for TF LATVIA and each of its force elements, this number⁴³ of DOS was mandated by NATO. Such A&E is located within or in the vicinity of the TF area of responsibility and therefore is assumed to be solely dedicated to such operational output. It is the maximum RS authorized in the theatre. Therefore, depending on the mission set and its purpose, Q_{RS1} can range from zero to a significant quantity. That being said, it is assumed that readily available RS quantities can be "shared" amongst mission sets and that, therefore, the overall quantity can be reduced accordingly. The additional risk engendered by this measure should first be assessed and then accepted to the extent that is tolerable by the operator community and SJS. Additionally, the required RS quantity readily available for each CAF output must be arrived at before the aggregate quantity is reduced, that is, for all FP&R sustained and discrete mission sets.
- e. Q_{RS2} – RS quantity remotely available⁴⁴ to a CAF output as a contingency measure to the potential escalation of conflict turned to the highest intensity. In the case of TF LATVIA, for instance, this number⁴⁵ of DOS was mandated by NATO. As opposed to Q_{RS1} , this type of RS remains in the Defence Supply Chain writ large, thereby remotely supplementing the FS–RS quantity that is readily available to the theatre. It is (still) warehoused in the Canadian Forces Ammunition Depots, possibly⁴⁶ in regional CJOC Operational Support Hubs, should additional proximity to areas of operations be needed. Like Q_{RS1} , depending on the mission set, Q_{RS2} ranges from zero to a significant quantity. It is also assumed that RS quantities remotely available can be "shared" amongst mission sets, and that the overall quantity in the Defence Supply Chain can be reduced accordingly. In short, it is a risk decision similar to what is required for Q_{RS1} .

Source: CDOTSC



As shown in Figure 2, Q_{MIN} is the minimum FS–RS quantity dedicated to force employment, i.e. $Q_{MIN} = Q_3 + Q_{RS1} + Q_{RS2}$.

Moreover, Q_{MIN} constitutes a control limit associated with a mission set/TF critical information requirement (CIR). As for $Q_{MAX} = Q_1 + 2Q_2 + Q_{MIN}$, it represents the maximum FS–RS quantity authorized for an FP&R CAF output and its force elements, the axioms upon which to build the case for the sustainment of the larger SSE context.

As discussed previously and for the purpose of this study, the maximum FS authorized in theatre ($Q_1 + 2Q_2 + Q_3$) is fixed at one year of stocks for ease of sustainment planning. Amongst mission sets, it is also assumed that the total FS authorized for each can be "shared," and thus the overall quantity needed in the Defence Supply Chain can be reduced accordingly. The bigger picture here is that the named operations are circumstantial and rarely match the FP&Rs completely. At this time, it is also difficult to envisage all CAF outputs being deployed simultaneously,

despite SSE's clear mandate in this regard. One must note that the same logic applies to Q_{RS1} and Q_{RS2} , as explained previously. Further, A&E for which FS in a TF area of responsibility is used completely constitutes a CIR at the operational level, as CJOC's readiness is *de facto* changing and worthy of commensurate attention, with only RS remaining in theatre at that time. The authority to spend RS in theatre, considering that it is used on a contingency basis and is therefore crucially significant, should be assigned to CJOC at the highest level, similar to the way it is currently set up for TF LATVIA.

To find the total A&E requirement Q_{MAX} or Q_{FE}^{47} as it relates to the force employment of all CAF outputs—all FP&R mission sets, including minor and major operations—one must add the FS–RS quantities associated with each.⁴⁸ This sum considers the maximum FS quantities authorized in the theatre. It also includes the RS quantities readily available in theatre and remotely available in the Defence Supply Chain that should be rationalized (reduced) and thus divided by constants A, B and C, respectively, all greater than or equal to one. This method yields the FS–RS requirement for an ammo type that pertains to the CAF's entire force employment, as shown in Equation 1:

CAF Outputs

For an A&E nature:

X: CAF output

Y: Force element

$$Q_{FE}(X, Y) = \frac{Q_1(X, Y) + 2Q_2(X, Y) + Q_3(X, Y)}{A} + \frac{Q_{RS1}(X, Y)}{B} + \frac{Q_{RS2}(X, Y)}{C}$$

$Q(X_i, Y_i)$ is a quantity associated with the i^{th} possibility of n possibilities. In other words this i^{th} possibility corresponds to a specific CAF output X and a specific force element Y for a given A&E type.

$$Q_{FE\ TOTAL} = \sum_{i=1}^n Q_{FE}(X_i, Y_i)$$

Equation 1: Force employment free stock (FS) and reserve stock (RS) requirements

Force generation training

In the current proposal and for practicality purposes, the force generation (FG) training stock and associated level of FS or Q_{FG} coincide with one year of pan-CAF training consumption. That does not include training during named operations, which was addressed previously. The "one year" is a strategic-level measure of risk mitigation. Q_{FG} can be more or less than a year (proposed here) and specific to individual ammo natures, as it depends on the risk of considerable fluctuations over a short period of time without national procurement being able to adjust it in a timely fashion. The need to stockpile Q_{FG} is a risk decision

as well, which remains a significant and recurrent theme of this article. Figure 3 shows how force employment and force generation mesh:

As a result, $Q_{FP\&R} = Q_{FE} + Q_{FG}$ is a control limit linked to a strategic-level CIR. Below this quantity, the CAF's operational readiness is affected. When that happens, it should be reported to the highest level of SJS and the Materiel Group. The added risk should be subsequently re-assessed and further managed⁴⁹ until national procurement can restore the baseline. This CIR, linked to an A&E nature, could also point to the need to re-assess $Q_{FP\&R}$ altogether in terms of FS for this ammo type specifically. There may be a need to re-assess whether the force elements—the references to determine what the FP&R means in terms of the requisite FS—truly indicate the FS reality. Indeed, $Q_{FP\&R}$'s validity should be re-assessed periodically,⁵⁰ not only on an as-needed basis.

Procurement cycle stock

As stated earlier, it is crucial to establish a strategic A&E stockpiling that matches LCLs, UCLs, and ROPs. The strategic level has unique factors and uncertainties to deal with, such as the RDT as the conceptual foundation of program and procurement oversight, the procedural and industrial constraints, and the procurement cycle of in-service A&E, which is a rigid process with corresponding lead times (2 years minimum) and often affected by delays. Figure 4 shows how the procurement cycle stock and $Q_{FP\&R}$ mesh:

- Q_4 – FS relief quantity to allow reasonable time after replenishment before a strategic ROP is triggered (again). For the purpose of this paper, it is set at two years of pan-CAF consumption of FS.
- Q_5 – FS quantity that represents the CAF consumption during the time it takes for the replenishment of an A&E nature, including stock sourcing and corresponding lead time. Q_5 must also consider Q_2 and the FS quantity expended at the operational level during that time. Q_5 is the quantity associated with the strategic ROP for a given A&E nature or $Q_{ROP\ AT\ STRAT\ LVL}$.
- Q_6 – FS risk mitigation quantity determined from a periodic risk assessment of national procurement, specifically its ability to sustain the FS reality. It is also representative of the organization's tolerance for risk at the strategic level. This risk measure also factors in funding and acquisition delays and other strategic considerations and uncertainties. For the purpose of this study, Q_6 is set at one year of pan-CAF consumption of FS.

As shown in Figure 4, Q_{LCL} is the minimum FS–RS quantity in the CAF, i.e. $Q_{LCL} = Q_6 + Q_{FP\&R}$. For each A&E nature, it is a control limit associated with a Director General Land Equipment Program Management (DGLPEM) / DAEME and

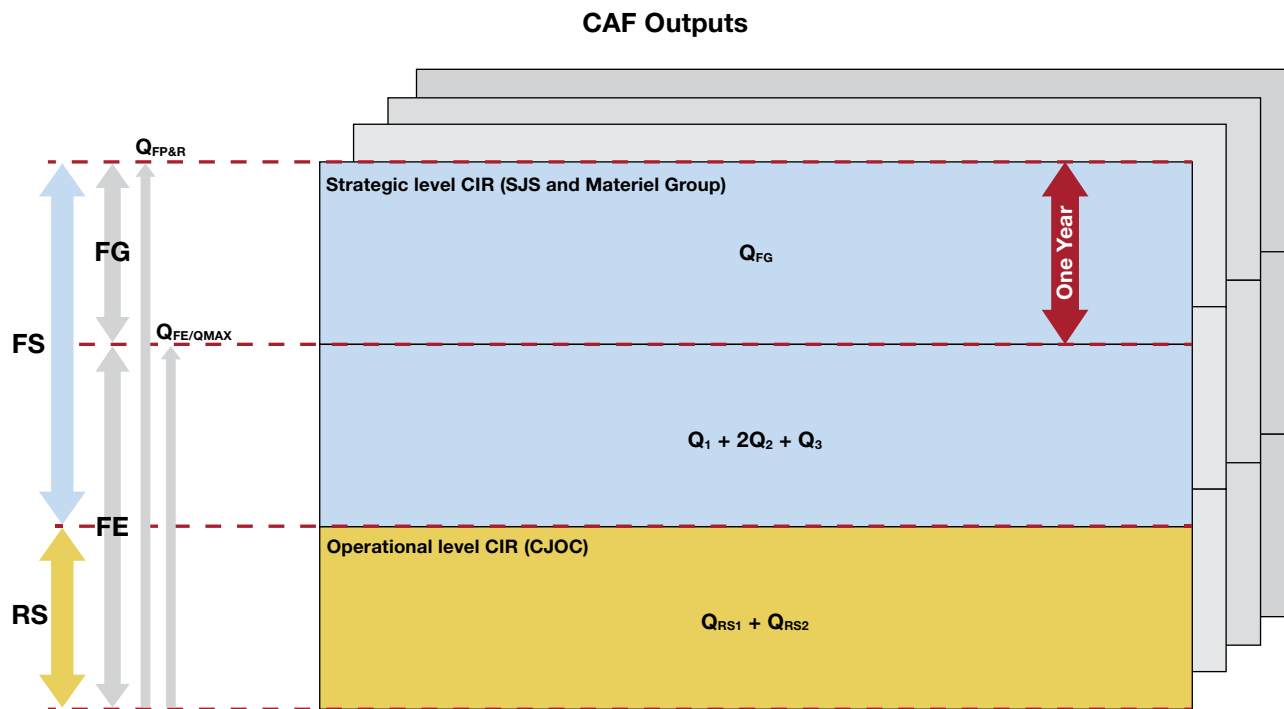


Figure 3: Force Posture and Readiness free stock and reserve stock requirements

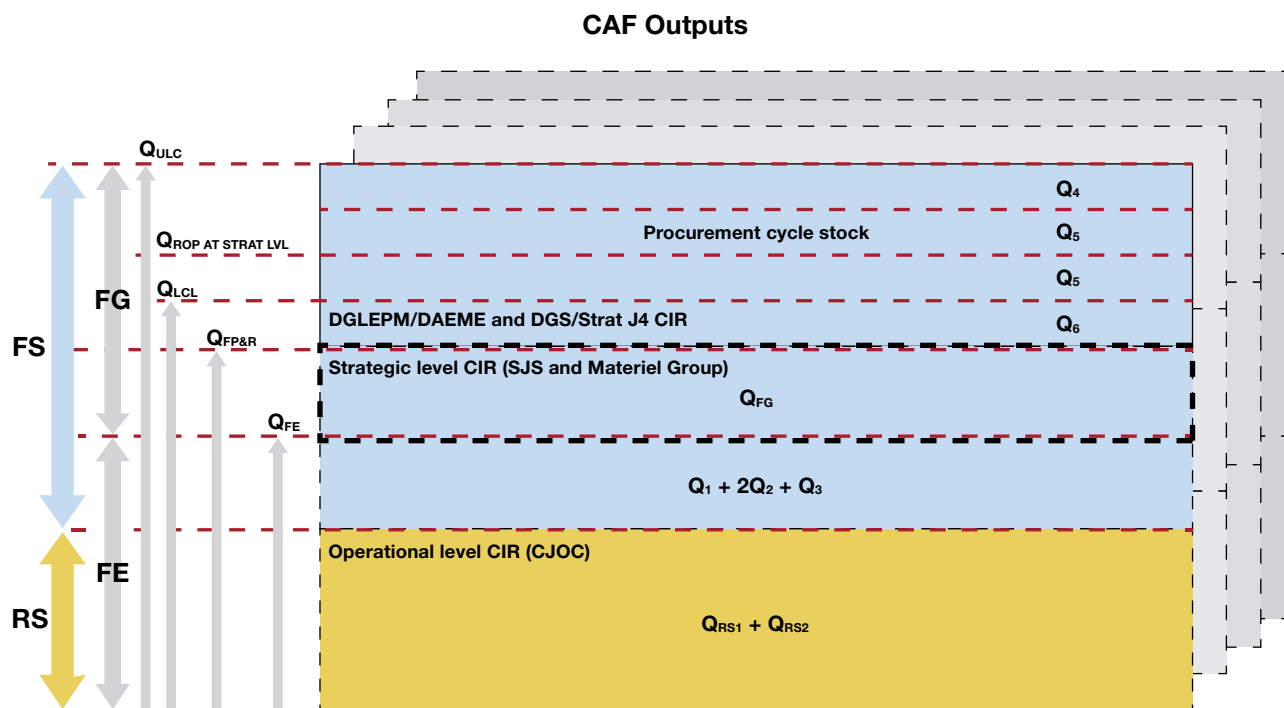


Figure 4: Canadian Armed Forces free stock and reserve stock requirements

Director General – Support / Strat J4 CIR. As the latter organization’s ability to provision the CAF with the requisite stock level ($Q_{FP\&R}$) within the desired timeframe was affected, it requires immediate attention. As for $Q_{UCL} = Q_4 + 2Q_5 + Q_6 + Q_{FP\&R}$, it is the maximum FS–RS quantity authorized in the CAF. And if national procurement adheres to the proposed model, such UCLs and related FS–RS levels should never be surpassed. Like Equation 1, Equation 2 illustrates how to arrive at the Q_{LCL} and Q_{UCL} for each type of ammo. Moreover, Equation 2 includes all sustained/discrete mission sets and other strategic concerns and risks:

CAF Outputs

For an A&E nature:

X: CAF output

Y: Force element

$$Q_{FP\&R}(X, Y) = Q_{FE}(X, Y) + Q_{FG}(X, Y)$$

$Q(X_i, Y_i)$ is a quantity associated with the i^{th} possibility of n possibilities. In other words this i^{th} possibility corresponds to a specific CAF output X and a specific force element Y for a given A&E type.

$$Q_{FP\&R\ TOTAL} = \sum_{i=1}^n Q_{FE}(X_i, Y_i) + Q_{FE\ TOTAL}$$

$$Q_{LCL} = Q_6 + Q_{FP\&R\ TOTAL}$$

$$Q_{UCL} = Q_4 + 2Q_5 + Q_6 + Q_{FP\&R\ TOTAL}$$

Equation 2: Minimum and maximum quantities authorized in CAF (Q_{LCL} & Q_{UCL}).

Considering the proposed procurement model, the total availability of FS, as it pertains to individual A&E natures in the Defence Supply Chain, will oscillate between about two and five years. Expectedly, this depends on the risk decisions associated with Q_3 , Q_{FG} , and Q_6 , the set relief quantities Q_1 and Q_4 , stock sourcing and corresponding lead time, usage rate, and how the replenishment cycle is executed for that type of ammo. Based on this logic, do we have enough A&E in the CAF? Most likely not.

DAEME constraints

To implement LCLs, UCLs and ROPs at the strategic level, the key stakeholder, DAEME, must overcome a significant constraint. It must provide the industry, specifically the MSP partners or strategic sources of supply,⁵¹ with steady production and cash flow. The DAEME must continuously ensure that the MSP stays alive and well and prospers. In view of the proposed model and given the latter constraint, it becomes apparent that longer-term contracts are necessary, as are phased deliveries. As indicated previously in the article, for larger volumes, less frequent

procurement is needed, given that following aspects are considered: the relief quantity Q_4 to allow reasonable time after replenishment before the strategic ROP is triggered (again), and stock sourcing and the corresponding lead time Q_5 set at two years minimum. Given the model, DAEME’s current way of initiating procurement needs to be reformed. By adjusting contracts and deliveries over the longer period of time associated with the consumption over Q_4 and Q_5 added, the MSP constraint of DAEME is eliminated (see the appendix for details). It is also a practical explanation of how the organization and procurement writ large can maintain the stability and predictability of expenditures. In the context of the replenishment model proposed, one of the most important factors to consider is the RDT as the conceptual foundation of program and procurement oversight.

That noted, the DAEME procurement, including the management of the various authorities⁵² and stakeholders, departments and industries involved, is a convoluted business, which signifies procedural constraints, adding to time and effort. Longer-term contracts and phased deliveries are the game changer that the current procedure needs. Such contracts are essential to the implementation of a strategic replenishment model. Although it initially appears complex, the procurement scheme is rather simple and is essential for enabling the institution to resolve the A&E conundrum.

CONCLUSION

The proposed replenishment model is based on the CAF’s need to revisit its genuine requirement and involve the operator and sustainment communities in a broader stakeholder approach. The model incorporates all FP&R sustained/discrete mission sets and their force elements as references to determine the requisite FS and RS for force generation and employment alike. Planning-wise, the model appears complex and front-end heavy. Additionally, once implemented, such scheme necessitate periodic assessments of the numerous $Q_{FP\&R}$. Despite the complexities involved, after the status quo is reached, the overall application is simple, and the potential for realizing benefits is too significant to ignore.

This larger framework proposes to overcome the irreconcilable tensions at the strategic level and address the need for national procurement to remain stable and predictable. It also allows funding and procurement to follow a logical, coherent, and fully justified plan. Most notably, it makes it easier to find offsets so that the corresponding risks are managed accordingly, especially if availability issues arise. Lastly, from the A&E standpoint, the model overcomes the “strategic impasse” and empowers the CAF to reach “true” operational readiness to match the SSE and to have a relevant FP&R beyond good intentions.⁵³ 🍁

APPENDIX – PRACTICAL APPLICATION OF THE MODEL PROPOSED CONSIDERING LONGER-TERM CONTRACTS AND PHASED DELIVERIES

PROCUREMENT MODEL WITHOUT A LONGER-TERM CONTRACT AND PHASED DELIVERIES

Year	0 to 1	1 to 2	2 to 3	3 to 4	4 to 5	5 to 6	6 to 7	7 to 8	8 to 9	9 to 10	10 to 11
Quantity in inventory	30	20	10	40	30	20	10	40	30	20	10
Dues in	0	40	40	0	0	40	40	0	0	40	40
Quantity in inventory + dues in	30	60	50	40	30	60	50	40	30	60	50
Procurement initiated in Dec.	Yes	No	No	No	Yes	No	No	No	Yes	No	No
Deliveries in Jan–Feb.	0	0	40	0	0	0	40	0	0	0	40
Procurement initiated every 4 years ($Q_4 + Q_5$) when ROP triggered	Yearly consumption = 10	$Q_6 = 10 \geq 1$ year	$Q_5 = 20 \geq 2$ years lead time	$Q_4 = 20 \geq 2$ years	$Q_{UCL} = 70$	$Q_{LCL} = 10$	$Q_{ROP} = 30$				

PROCUREMENT MODEL WITH A LONGER-TERM CONTRACT, I.E. PHASED AND EQUAL DELIVERIES OVER 4 YEARS ($Q_4 + Q_5$)

Year	0 to 1	1 to 2	2 to 3	3 to 4	4 to 5	5 to 6	6 to 7	7 to 8	8 to 9	9 to 10	10 to 11
Quantity in inventory	30	20	10	10	10	10	10	10	10	10	10
Dues in	0	40	40	30	20	50	40	30	20	50	40
Quantity in inventory + dues in	0	60	50	40	30	60	50	40	30	60	50
Procurement initiated in Dec	Yes	No	No	No	Yes	No	No	No	Yes	No	No
Deliveries in Jan–Feb.	0	0	10	10	10	10	10	10	10	10	10
Procurement initiated every 4 years ($Q_4 + Q_5$) when ROP triggered	Yearly consumption = 10	$Q_6 = 10 \geq 1$ year	$Q_5 = 20 \geq 2$ years lead time	$Q_4 = 20 \geq 2$ years	$Q_{UCL} = 70$	$Q_{LCL} = 10$	$Q_{ROP} = 30$				

ABOUT THE AUTHOR

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ENDNOTES

1. The author would like to thank the GD-OTS-C for graciously offering the pictures that are included in the article. The pictures remain the property of GD-OTS-C.
2. Anita Anand (@AnitaAnandMP), "Last week, I met with Munitions Supply Program partners for a meeting of the Munitions Industry Roundtable. As the war in Ukraine carries on, we must continue to work with the defence industry to ensure the readiness of our @CanadianForces and support for our partners." *Twitter*, 3 October 2022, <https://twitter.com/AnitaAnandMP/status/1576972218629640203>.
3. 2020 Spring Reports of the Auditor General of Canada to the Parliament of Canada, Report 3 – Supplying the Canadian Armed Forces – National Defence, tabled 8 July 2020, retrieved 4 September 2020 from https://www.oag-bvg.gc.ca/internet/English/mr_20200708_e_43596.html.

4. In the *Supply Administration Manual (SAM)* [A-LM-007-100/AG-001, *Supply Administration Manual*, release date 18 December 2019], Allocation Management, 2.4, A&E is divided into three categories: training, operational and contingency. Those definitions are not complied with, but are used differently for the purpose of this article.
5. A "lower-intensity operation" has an operational tempo that can be sustained indefinitely. However, it is up to the operator community to further define it for the purpose of this study and proposal.
6. Defined as "The end-to-end system of interdependent activities that function horizontally across, and are housed within, National Defence organizations, other government departments and industry to deliver materiel requirements to the Canadian Armed Forces both domestically and overseas." From "Decision brief to MGMC, MA&S Transformation Campaign Plan Strategic Initiative #20 – Improve Supply Chain Performance," by R. Cormier, 12 May 2020.
7. A "highest-intensity operation" is to be determined by the operator community for the purpose of this study and proposal. It should essentially mean "break the glass in the event of a war" to access RS.
8. "Supply chain management is the management of the interconnection of organizations that relate to each other through upstream and downstream linkages between the processes that produce value to the ultimate consumer in the form of products and services." From N. Slack, A. Brandon-Jones, and Robert Johnston, *Operations Management*, 7th ed. (Harlow, United Kingdom: Pearson, 2013), 406. For A&E, the many activities that "supply chain management" entails include provisioning, inventory control, continued safety and suitability for service, warehousing, transportation and more.
9. Such oversight committees are the Ammunition Program Steering Committee at L3, which feeds the Ammunition Program Oversight Committee (APOC), chaired by the SJS J5 and Materiel Group Deputy Chief of Staff, which in turn feeds the Programme Management Board (PMB). The APOC Terms of Reference were endorsed by the PMB 14/07 on 4 April 2014.
10. Johannes M. Drees, and Pursey P.M.A.R. Heugens, "Synthesizing and extending resource dependence theory: A meta-analysis." *Journal of Management* 39, no. 6 (2013): 1667.
11. DAEME National Procurement Briefing to the Director General Land Equipment Program Management, 21 August 2020.
12. J. Pfeffer and Gerald R. Salancik, *The External Control of Organizations: A Resource Dependence Theory*, New York: Harper & Row, 1978, 47.
13. Ronald K. Mitchell, Bradley R. Agle, and Donna J. Wood, "Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts." *The Academy of Management Review* 22, no. 4 (1997): 853–86. <https://doi.org/10.2307/259247>.
14. Ibid.
15. 3350-1 (Comd) June 2020, State of the CAF Ammo Program.
16. FP&R "CAF outputs" and "mission sets," which include minor and major operations, mean the same thing and are used interchangeably in the text.
17. CDS Directive for CAF FP&R 18-19, 2 March 2018.
18. SJS presentation on ammunition requirements, January 2018.
19. The author was the CJOC J4 Ops from 2016 to 2018.
20. Lieutenant-Colonel S. Pellicano (SJS, Director General Support [DGS], Directorate of Sustainment Operations Coordination, Sustainment Plans), whose leadership was instrumental in gathering and influencing the necessary stakeholders during the planning effort.
21. The first comprehensive scale ever developed, at least during my tenure at CJOC, indicative of how ammo is a second-order item on the agenda, rarely discussed beyond generalities.
22. TF LATVIA is land-centric. Canadian Army Headquarters was represented by the G35.
23. From SACEUR's Strategic Directive for the Implementation and Operation of Enhanced Forward Presence (eFP), 16 Dec 2016; CDS Directive 003 for Op REASSURANCE, 1 February 2017; 3350 – Op REASSURANCE eFP (J4 Ops), June 2018, OPORD Annex R (Logistics); and Placemat on the eFP Ammo Requirements & Provisioning (Class V) v12, 8 June 2017.
24. To this extent, the CJOC J3 and staff were involved.
25. During the planning and initial force employment of TF LATVIA, it was wrongly assumed that deployed RS should trigger a commensurate re-supply at the national level. That was a misunderstanding, indicative once more of how the TF LATVIA experience has helped with and is key to the understanding of A&E scaling, including how requirements should be determined at the operational level.
26. At the time, the CJOC J3 was Colonel R. Ritchie. His firm grasp of the joint effort needed by both the operator and sustainer communities with regard to scaling and provisioning operations with the necessary A&E was exemplary. His leadership and support proved key to provisioning TF LATVIA with the right FS and RS.

27. Mitchell, Agle and Wood, "Toward a Theory of Stakeholder Identification and Salience," 849.
28. These availability issues are not discussed in this article, as the information is classified.
29. The DAEME Chief of Staff briefed the SJS FP&R cell and subsequently the AP MA&S WG specifically on such lessons identified. From FP&R A&E Framework Proposal, 21 November 2018.
30. In reality, the challenge or control function of SJS Strategic J4 Ammo is limited, given this section's lack of in-depth knowledge about how ECs arrive at their quantities.
31. There may be one or many reasons for this, such as funding, safety and suitability for service; engineering/technical problem(s); and procedural and industrial constraints.
32. 2184J-11300-01 (DAEME) 23 May 2019, Yearly Call for the Identification of the CAF Forecasted A&E Usage Requirement.
33. 11300-1 (SJS Ammo 5) March 2020, CAF Ammunition Training Allocation FY 20/21.
34. As it should be, for it is an important metric.
35. Really meaning a significant waste, an effort that so far has proven extremely difficult, even impossible, given the current norms in place.
36. Defined in the SAM, Establishing Maximum and Minimum Levels, 2.37 to 2.42.
37. "The point in time at which more items are ordered, usually calculated to ensure that inventory does not run out before the next batch of inventory arrives," from Slack, Brandon-Jones and Johnson, *Operations Management*, 7th ed., 709. The SAM defines such points as the "ordering levels."
38. In the SAM, Class II items are general and technical stores, including spare parts. See Canadian Classes of Supply, Annex C.
39. For FS only, as RS remained "fenced in" and therefore accounted for separately, its release characterized as non-routine and the related authority kept at the highest level.
40. In and of itself, determining what a DOS is for a given force element and level of operational intensity can prove a difficult task, one that should factor in heuristics, operator and staff experience, and pre-determined formulas and scales. During the planning for TF LATVIA, "What is a DOS?" led to animated discussions.
41. SACEUR's Strategic Directive for the Implementation and Operation of Enhanced Forward Presence (eFP), 16 December 2016.
42. In the range of 10–30 days for an FP&R minor or major operation.
43. The exact number of DOS is not disclosed, as that is classified information.
44. In the range of 10–30 days for an FP&R minor or major operation.
45. The exact number of DOS is not disclosed, as that is classified information.
46. Unlikely, however, given the nature of RS2.
47. Q_{FE} is used in Equation 1 instead of Q_{MAX} , since Q_{FE} better illustrates what the quantity represents at the strategic level, whereas Q_{MAX} is linked to an operational-level measure. That said, I reiterate that Q_{MAX} and Q_{FE} are the same quantity and have the same value.
48. Some FP&R mission sets, for instance as they relate to domestic operations and reachback capability/capacity, seldom if ever need force employment FS and RS or Q_{FE} ; the latter stocks essentially pertain to contingency operations.
49. Mitigate, accept and/or transfer externally to the CAF.
50. Suggested to be approximately every five years.
51. The MSP and the industrial partners / strategic sources of supply therein enable the Government of Canada (GC) to maintain autonomy with regard to the production of A&E, in order to ensure timely and adequate provisioning of the CAF with ammunition; therefore, the MSP contributes significantly to the sustainment of Canada's defence interests. However, despite the MSP being a success, long procurement lead times are the norm, given procedural (mostly internal to the GC) and industrial constraints.
52. Requirement, Technical, Procurement and Contracting Authorities, the latter authority being Public Services and Procurement Canada for most contracts.
53. Due to the scholarly nature of this article, it falls short of recommending specific actions. That said, the main recommendation emerging from it should be that a Major Crown Project be sponsored by SJS/DGP in order for the stockpiling of A&E to comply with SSE and FP&R, given the strategic replenishment model proposed for FS and RS alike and given the likely complexity, risk and cost of this project, which should include additional HR structure and personnel, warehousing infrastructure and other supporting equipment if necessary. Truly complying with the FP&R will undoubtedly require a significant financial investment beyond the capacity of the current NP *modus operandi*.

PROACTIVE APPROACH TO RECONCILING GRIEF PAVES A PATH TO RESILIENCE FOR THE CANADIAN ARMY

J. Hatanaka, L. Chambers, S. Nakagawa, A. Varga, J. Lee



Source: Combat Camera



INTRODUCTION

The mission of the Canadian Army (CA) is to defend Canada, its interests, and its values while contributing to international peace and security and “it is distinguished by the concept of service before self, and the acceptance of the concept of unlimited liability.”¹ That is, all members accept and understand that they are subject to being lawfully ordered into harm’s way under conditions that could lead to the loss of their lives.

Military service can be extremely rewarding, and the hope is that military members and their families will grow through the challenges they face and become more resilient, discover and strengthen their best attributes, and live meaningful, fulfilled lives, secure in the knowledge that they are serving their country and that they are appreciated and will be taken care of throughout their service.² Nevertheless, military life is challenging, and exposure to grief and trauma is ongoing.

The health consequences of grief and trauma can be distressing, disabling and persistent unless there are timely interventions.³ The challenge that soldiers face includes not just reconciling the grief that they are experiencing as a result of being exposed to some of the worst things that human beings do to one another—it also includes reconciling their grief as a result of being injured, from the broken connections with family and the death of colleagues, as well as the grief that comes from the heart-wrenching disappointment with a society largely disconnected from the harsh realities of what soldiers are being called to do on its behalf.⁴

Added to the burden of reconciling external realities of grief and trauma, soldiers may be left with deep philosophical questions about themselves: about their own conduct and what they stand for. That can bring them face to face with questions about the meaning of life.^{5, 6}

In recent years, it has become clear that exposure to occupational trauma contributes significantly to the overall burden of mental health problems in Canadian military personnel and is strongly associated with outcomes that are of interest to all employers, including absenteeism, decreased productivity, long-term disability, and unwanted staff turnover.^{7, 8, 9}

Experience has shown that, when aspects of organizational function regarding human capital are given insufficient attention (such as members' health care, conditions of service, internal regulator systems or adapting to strategic and social change), the effectiveness of the CA suffers and, as a rule, its image and reputation do as well.¹⁰

Since the early 2000s, a number of policies and programs have been implemented in the CA that focus on destigmatizing mental health among members, providing infrastructure and support for veterans with mental health conditions, and offering psychological supports for those experiencing trauma.^{11, 12} Despite the increase in the number of support programs for members with mental health conditions, the rate of personnel with these has remained relatively constant (at eight percent), and rates of panic and post-traumatic stress disorder have increased.¹³

Programs that promote resilience have shown some promise. Resilience is defined as the capacity to recover quickly, resist, and possibly even thrive in the face of direct and/or indirect traumatic events and adverse situations.¹⁴ Yet despite much research on this topic, the most effective strategies to enhance resiliency remain unclear.¹⁵ Additionally, while several programs focus on managing clinical aspects of trauma, few programs respond to the lack of foundational knowledge that members require to cope with ongoing grief and trauma.

Grief is the natural and inevitable outcome of losing someone or something that we care about. Although traditionally focused on the emotional response to loss, it is now known that our responses to grief are varied and are influenced by our personalities, our family values, our culture, and spiritual beliefs.^{16, 17, 18} Often associated with the death of a loved one, grief may also be experienced by people who suffer a loss of health, ability, meaningful relationship(s), purpose, or community.

Grief, when left unreconciled, can interfere with everyday living and functioning. Lack of awareness and lack of skill may result in individuals developing maladaptive and/or unhealthy behaviours, including trouble with communication, substance use disorder, engagement in high-risk activities, domestic and other-directed violence, and ineffective decision-making and planning.¹⁹ These behaviours increase the risk of profound and long-lasting effects among CA members and their families.

Grief can lead to debilitating physical symptoms including postural, circulatory, metabolic, lymphatic, and chemical changes; changes in breathing, appetite, and capacity to digest and process nutrients; feelings of low energy, malaise, and stiffness; disrupted sleep and weakness in connective tissues and muscle.^{20, 21, 22, 23, 24} There are many documented cases of grief affecting individuals psychologically, producing responses such as: sadness, emotional numbness, hypervigilance, hyperarousal, irritability, anger, concentrations difficulties, and poor communication.^{25, 26, 27, 28} Studies also reveal that grief and trauma may cause people to experience spiritual injury including moral injury, guilt, and disbelief in the face of social justice issues that are beyond religiosity, and can result in them questioning the meaning of life.^{29, 30, 31}

Grief reconciliation involves making the choice to work through the challenges of learning to restore harmony to one's physical, psychological, spiritual and social well-being. While the word "reconciliation" is defined in the Webster dictionary as "to restore to harmony," it is commonly used in reference to the reconciliation of one party with another.³² Grief reconciliation as a foundational component of resilience emphasizes the need for the individual to strengthen their core by learning to recognize and reconcile grief within themselves and then with others.

The health and wellbeing of CA members is critical to operational readiness. Learning to reconcile the grief that they encounter in their professional and personal lives is of critical importance to the ongoing health and wellbeing of military personnel and their families, in addition to the health of their organization. Military personnel and their families need to be informed, activated individuals who are prepared and proactively working to reconcile the effects of ongoing exposure to grief and trauma. A strategic approach to building resilience warrants exploration of programs that aim to have members better equipped to cope with the enduring stressors that are part of life for service members and their families.

Grief Reconciliation Training is a promising upstream, proactive approach to increasing resilience and readiness with potential benefits to members of the CA before, during, and after deployment.

PROGRAM

Grief Reconciliation Training is a program designed to help individuals and groups minimize the effects of grief and trauma in work and in life by learning to recognize, address, and reconcile grief. Grief Reconciliation Training provides a framework along with tools and skills to help individuals take steps to formulate a personal plan and a solid strategy to move forward in a systematic way when faced with adversity. The program is based on four recognized components of grief: the physiology of grief, the psychology

of grief, the spirituality of grief, and the sociology of grief. This report provides the results of a Grief Reconciliation Training pilot program from 2015–2019, conducted with CA and United States military personnel. The training was offered to groups of active and retired military personnel. Four training sessions covered topics such as: 1) navigating the challenges of unreconciled grief, 2) exploring one's physical, psychological, spiritual and social resources and coping abilities, 3) identifying available supports and guides to assist in coming to terms with one's situation, and 4) outlining how to set personal priorities and action plans needed for re-engaging in work and life.

METHODS

Qualitative methods were used to explore the feasibility of the Grief Reconciliation Training program. The methods included noting what was seen, heard, or encountered in detailed field notes. Interviews and questionnaires included asking questions of participants in one-on-one conversations, as well as the use of focus groups.

Program participants were identified and recruited through military chaplains and military service organizations including base commanders. Throughout a four-year period, the program was offered in multiple and diverse settings including basic training, ongoing training, and operations planning. These training sessions provided insight and fostered trust and comradery amongst participants. Each session varied and averaged approximately 15–20 trainees.

Participants attended an initial interactive 90–180-minute oral presentation followed by a two-day workshop. The sessions aimed to promote an understanding of underlying issues resulting in grief issues and innovations on the topic of grief, and to introduce participants to a process that would help them build capacity to recognize, assess and reconcile grief in work and in life. Participants returned for follow-up training sessions within six to twelve months of the initial session and workshop and were asked to complete a feedback questionnaire as well as participate in a focus group.

Participants completed pre- and post-session feedback questionnaires to determine their views on the quality of the sessions and on how the sessions affected their perceptions and behaviours related to reconciling their grief. Topics covered in the self-completed questionnaires included the following: number of years of service, personal grief experience, views about grief, views about reconciliation, and feedback about the training sessions. Face validity of questionnaires was confirmed by the fact that the respondents did not ask for clarification of the meaning of the questions. While most of the questions in the questionnaire were the same across groups, some questionnaires had added questions to tap into topics raised in the focus groups conducted with the earlier

groups that participated in the training. As some of the questions were not included in the questionnaires with some of the groups, the number completing the questions differed across groups. The frequencies of responses to questions were pooled across groups who attended the training sessions between 2015 and 2019. Tables summarizing those pooled data were produced for groups at the end of their first training sessions and for groups who completed a follow-up training session months later.

The research assistants were seasoned CA personnel who had previously attended Grief Reconciliation Training sessions and graduated from the program. The research assistants were not involved in the management of participants in work settings and were sensitive to the confidential needs of the participants and better able to solicit trust of the participants to obtain unbiased feedback. Notes on feedback from participants in the focus groups during and after each session were used in the analysis. Notes from the meetings were transcribed by research assistants so that themes reported by the participants could be identified.

Qualitative data analysis included thematic analysis of the transcripts, which helped to identify, analyze, and interpret patterns of meaning.³³ These data were derived from three sources: field notes, open-ended questions in questionnaire and focus groups.

The thematic analysis involved reading through the transcripts from the focus groups and identifying patterns in meaning across those data. Evidence of the validity of the focus group data was strengthened by the consistency of themes that arose in notes about what was seen, heard, or encountered, one-on-one conversations, and self-completed questionnaires with participants, as well as focus groups with participants.

The project was approved by the Human Participants Review Committee of York University.

RESULTS

Over 399 active and retired military in Canada and the United States attended Grief Reconciliation Training sessions between 2015 and 2019. The participants were drawn from six groups (Table 1).

Self-Reported Engagement Survey of 399 Respondents at Grief Reconciliation Training Sessions Held Between 2015 and 2019:

As the number of questions in the questionnaires differed across groups, the data presented indicates the number of participants who completed each question. Questionnaires were completed by 81 percent (325/399) of the trainees attending sessions; 66 percent (216/325) of the trainees

TABLE 1: PARTICIPANTS IN GRIEF RECONCILIATION TRAINING PROGRAM		
GROUP NAME	TRAINING DATE	NUMBER OF PARTICIPANTS
Canadian Army	September 2015	298
Canadian Army chaplains, nurses and Med Techs	September 2015	30
Canadian Army sentinels	April 2016	27
Canadian Army chain of command	May 2016	23
Canadian Army veterans with a history of homelessness	September 2017	9
United States veterans	May 2019	12
TOTAL		399

TABLE 2: SELF-REPORTED ENGAGEMENT SURVEY OF 399 RESPONDENTS AT GRIEF RECONCILIATION TRAINING SESSIONS HELD BETWEEN 2015 AND 2019		
QUESTION	%	COUNT
Completed evaluation form	81	(325/399)
More than 5 years of service	66	(216/325)
Currently dealing with grief (agree)	59	(193/325)
Definition of grief has expanded (agree, neutral)	92	(254/277)
Comprehension: enhance understanding of grief (extremely satisfied, satisfied)	100	(48/48)
Comprehension: enhance understanding of reconciliation (extremely satisfied, satisfied)	96	(44/48)
Session helped me think about the resources I might need (agree)	82	(81/99)
Would like to continue this training (agree, neutral)	96	(46/48)
Session helped with understand how I manage grief (agree, neutral)	96	(46/48)
Overall rating of the information session (above average, average)	90	(294/325)
Percentage of curriculum new (over 80 percent)	69	(33/48)
Content: clear, relevant, useful (extremely satisfied, satisfied)	71	(34/48)
Composition of groups responding n=325 respondents 226 Canadian Army active personnel September 2015 30 Canadian Army chaplains, nurses and Med Techs September 2015 25 Canadian Army sentinels April 2016 23 Canadian Army chain of command May 2016 9 Canadian veterans with a history of homelessness September 2017 12 United States veterans May 2019		

self-reported that they had five or more years of active service (Table 2). A large portion of participants reported higher foundational knowledge on the topics of grief reconciliation with 92 percent (254/277) of respondents reporting their overall definition of grief had expanded, 100 percent (48/48) reporting an enhanced understanding of grief as it related to themselves, and 96 percent (44/58) reporting an enhanced understanding of reconciliation. Sixty-nine percent (33/48) of respondents reported that over 80 percent of the curriculum was new to them, 59 percent (193/325) of respondents reported they were currently dealing with grief, and 82 percent (81/99) of participants reported that the sessions helped them think about the resources that they might need in the future (Table 2). There was high satisfaction reported with the training sessions, with 96 percent (46/48) of respondents reporting that they would like to continue the training and 96 percent (46/48) reporting that the session helped them understand how to manage grief. The overall rating of the information session received a 90 percent (294/325) “score.”

Self-Reported Engagement Survey of 54 Participants After Their Follow-up Grief Reconciliation Training Held Between 2016 and 2019:

Between six and twelve months after the attendees participated in their two-day training sessions, a follow-up training session was held with three separate groups (Table 3). All attendees at the follow-up training sessions completed the end-of-session questionnaire (54/54); 91 percent (49/54) of respondents in the follow-up sessions reported having five or more years in active service. Since the first training session, a majority of respondents—67 percent (36/54)—were able to identify grief and recognize the impact of grief in their work lives, and 92 percent (49/54) of respondents were able to identify and understand the impact of grief in their personal lives. It was reported that, since the first session, the topic of grief had emerged as an important theme in their work and in their personal life (98 percent [53/54] and 87 percent [47/54] respectively). Among the attendees at this follow-up, 59 percent (32/54) reported using their newly acquired grief reconciliation skills in their work and 83 percent (45/54) reported using newly acquired grief reconciliation skills in their everyday life. After the follow-up session, 96 percent (52/54) of respondents reported that they were more likely to do something proactive about grief.

From the first sessions to the follow-up sessions six to twelve months later, participants were more able to articulate grief in their personal and professional lives and develop and use the skills to reconcile and address their own grief, and they were empowered to make a change in their lives.

THEMES

The themes identified in the individual focus groups were like the responses in the self-reported questionnaires. Two major themes emerged from both the questionnaires and the individual focus groups:

1. Grief Reconciliation Training facilitates the *identification and reflection* of the grief reconciliation process; and
2. Grief Reconciliation Training equipped trainees with the tools needed *to take action*.

The first major theme to emerge from the training sessions and the focus groups was grief identification and reflection. Respondents to the surveys and attendees of the focus groups reported that they were better able to identify and define their own grief. Grief Reconciliation Training helped individuals identify grief in their work and/or their personal life and begin to build a strategy to think about where they were in their own process of learning to reconcile grief. Grief Reconciliation Training also assisted trainees in evaluating perception of need versus actual needs and identify problematic behaviours and patterns so that they could proactively seek the help before larger issues arose.

The second major theme identified in the four-year-long pilot was reflection and action. Attendees not only learned foundational concepts required for identifying their own grief, but also developed the skills necessary to reflect on their grief and connect with resources within their own communities and networks to aid in addressing their own grief. Respondents also stated Grief Reconciliation Training helped to enhance skills required for troops to operate every day and that the training helped them deal with the practical reality associated with military active and reserve duty responsibilities. Furthermore, Grief Reconciliation Training was a bridge between common healthcare strategies for addressing mental health in the CA and individuals attempting to self-diagnose and self-medicate. The training sessions helped trainees organize around a common language and identify supplemental strategies for dealing with grief that are outside of traditional medical interventions. A member from the chain of command who attended the session noted: “My hope is that we can use this training as ‘preventive maintenance’. The current model is ‘corrective maintenance’—get broken and go into mental health and get fixed.”

DISCUSSION

The data collected in the four-year-long pilot revealed that the Grief Reconciliation Training program has the potential to engage participants by empowering them to develop the capacity to avoid or at least reduce the negative effects of grief and trauma. High satisfaction from participants was reported for the content and approach of the program, with the majority of those participating reporting that they

**TABLE 3: SELF-REPORTED ENGAGEMENT SURVEY OF 54 PARTICIPANTS
AFTER THEIR FOLLOW-UP GRIEF RECONCILIATION TRAINING HELD BETWEEN 2016 AND 2019**

QUESTION	%	COUNT
Completed evaluation form	100	(54/54)
More than 5 years of service	91	(49/54)
How important is the topic of grief at work (Very important, important)	98	(53/54)
How important is the topic of grief at life (Very important, important)	87	(47/54)
Since attending you have used Grief Reconciliation skills in work (agree)	59	(32/54)
Since attending you have used Grief Reconciliation skills in life (agree)	83	(45/54)
More likely to be aware of grief in work (agree)	67	(36/54))
More likely to be aware of grief in life (agree)	92	(49/54)
More likely to do something about grief (agree)	96	(52/54)
Composition of groups responding n=54 respondents 20 Canadian Army chain of command August 2016 22 Canadian Forces sentinels August 2016 12 United States veterans August 2019		

would highly recommend the program to colleagues and family members. The program recruited and retained its intended participants, used high quality learning resources, and achieved its timelines. In addition to shedding light on program implementation processes, program feedback informed mid-course corrections in follow-up sessions.

These findings suggest that the upstream approach of the Grief Reconciliation Training program warrants further study. Six heterogeneous groups completed the training sessions between 2015 and 2019. The feedback from the large number of attendee questionnaires and unstructured interview findings revealed both that the sessions were well-received and that the content was viewed as important. The data presented in this report reveal that the Grief Reconciliation Training program helps CA personnel uncover, frame, articulate and ultimately share the wisdom that they have accumulated during their service. It helped individuals begin to build a deliberative plan to successfully maintain their well-being. Specifically, participants said that they were more likely to assess their own needs on an ongoing basis and seek out support when necessary, rather than waiting to be in crisis. Participants also recommended training for peers and for family members.

Furthermore, the program equips military personnel with the tools that they need to examine and understand their own grief as well as support peers and loved ones. These preliminary findings indicate that the Grief Reconciliation Training program engaged and empowered participants, both of which are key components to operational readiness for CA members. Grief Reconciliation Training could be added to the supports already provided by the CA.

Positioning the Grief Reconciliation Training program not as a mental health service but rather as a proactive health promotion activity was recommended by program participants. As such, it may be surmised that the program provides a solution in response to the high prevalence of sick days for individuals who struggle with the effects of grief and trauma. This upstream program uses principles of health promotion including “enabling” education and supports. This type of upstream holistic intervention can be provided in multiple and diverse settings, including basic training, ongoing training and operations planning, before, during, and after service.

While the benefits of Grief Reconciliation Training are apparent, there have been limitations with this approach and these preliminary findings. Firstly, long-term follow-ups

were difficult during the COVID-19 pandemic. Secondly, the training sessions were facilitated in small group sessions and not scaled to audiences in groups of over 20 individuals. Lastly, while six unique military groups were represented in this report, it may not be indicative of the beliefs and actions of CA personnel across all of its operations.

As a feasible program, offering the Grief Reconciliation Training program to all current and former CA personnel is needed to further understand its potential. With the rates of post-traumatic stress disorder and major depressive disorder remaining high, a supplemental approach to traditional treatment is needed. Information about specific groups of personnel that seem to benefit from the Grief Reconciliation Training program should be compared to groups who could be or who are receiving other kinds of support. Examples of relevant outcomes that could be assessed include the following: coming off disability, decreased sick days, reductions in conflict with others, less addiction (alcohol, substance use), and mitigation of the effects of moral injury.

The CA mission to defend Canadian interests and values, while contributing to international peace and security, can expose CA personnel to significant trauma and resultant grief. To support our troops in the reconciliation of that grief, we need an upstream program that fits with the principles of the organization. A principle of the Army is to strengthen the core to stay strong and radiate strength from inside out.³⁴ Grief Reconciliation Training is a promising program that equips participants to more accurately assess their own discrete needs and to enhance their ability to harness their own resources so that they are better equipped to deal with the ongoing exposure to grief and trauma that is intimately connected to their chosen life of service to others. 🍁

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Source: Combat Camera



Grief reconciliation involves making the choice to work through the challenges of learning to restore harmony to one's physical, psychological, spiritual and social well-being.

Source: Combat Camera

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PRIVATES EDMOND ARSENAULT AND HERMAS GALLANT, THE GOTHIC LINE AND REMEMBRANCE

Jean-François Born

***“I don’t know where it’s going to end because you and I,
after all, live each day fairly close to the brink of eternity...”¹***

—Colin McDougall, Italian Campaign veteran, in his novel, Execution



Edmond Arsenaault, portrait, 1943.



Hermas Gallant, portrait, 1944.

INTRODUCTION

Reflecting on the Second World War and the lives lost, Edmond Arsenault, a veteran of the West Nova Scotia Regiment, does not understand why he survived.² The simplest explanation is that he was “one of the lucky ones.”³ Arsenault and other veterans of the Italian Campaign had to be content with the label “D-Day dodgers.” Unfortunately, their contributions to the Allied victory in Italy were little known in Canada.⁴ In fact, the Italian Campaign was long regarded “as a petty side-show.”⁵ More recently, the Italian Campaign has been labelled as a “bitter struggle” against “some of the German Army’s best troops.”⁶ Approximately 93,000 Canadians served in Italy, with almost 6,000 buried there.⁷ This article explores the lives of Edmond Arsenault and A. Hermas Gallant, both Acadians from Prince Edward Island (PEI) who served as privates in the West Nova Scotia Regiment. It also examines remembrance and the long-lasting memories of the war that time cannot erase.

ACADIANS FROM PRINCE EDWARD ISLAND

Despite the proximity of their villages in Prince County (Évangéline region), PEI, Gallant and Arsenault did not know each other until they met in the Army.⁸ Both served with the West Nova Scotia Regiment. Antoine Hermas Gallant, who hailed from Cape Egmont, was born on 24 December 1923. Gallant loved practical jokes and had a wonderful sense of humour.⁹ He enlisted in February 1943 when he was 20 years old. At the time, he was a fisherman and worked on his parent’s farm,¹⁰ and his departure caused the family to struggle.¹¹ While in the Army, Gallant corresponded with his sweetheart, Loretta Maddix.

Edmond Arsenault was born on 21 July 1922 in Abram-Village, PEI. When he joined the Army in January 1943, Arsenault worked in a grist mill in Saint John, New Brunswick. He had been conscripted and opted for general service in the infantry.¹² Previously, he had tried to join the Royal Canadian Navy but was rejected for weighing only 120 pounds.¹³ In the Canadian Army, Arsenault was given a choice between a Francophone and an Anglophone regiment. He chose the latter because he considered it to be an excellent opportunity to learn English.¹⁴ Imelda Cormier, known as “Melda,” waited for Edmond’s return. During the war, she worked as a cook and a housekeeper.¹⁵ They corresponded through letters during Arsenault’s time overseas with the Army.¹⁶

WITH THE WEST NOVAS IN ITALY

Arsenault and Gallant joined the West Nova Scotia Regiment, commonly known as the “West Novas,” as replacements. The regiment had taken heavy casualties in the preceding months, particularly in the Battle of Ortona in December 1943. The reinforcement unit for the 1st Canadian Division was located in a cork oak forest overlooking the Mediterranean Sea in Tunisia. The camp included a reinforcement company for each battalion of the 1st Division, which had been fighting in Italy ever since the invasion of Sicily in July 1943.¹⁷



Private Edmond Arsenault of the West Nova Scotia Regiment aiming a projector, infantry, anti-tank (PIAT) weapon from a slit trench near Ortona, Italy, on 10 January 1944 at the 3rd Canadian Infantry Brigade training school.

Source: Lieutenant Alexander Mackenzie Stron, 18

Arsenault travelled from the United Kingdom to Algiers by ship and then took a two-day train journey packed in boxcars until arriving at the reinforcement unit. He joined the regiment in Italy on Christmas Eve in 1943.¹⁹

Shortly after arriving in Italy, Arsenault was marching with his platoon when a shell exploded in front of their column, injuring and killing several men. Thrown into a ditch, he remembered climbing out, his nose bleeding from the concussion and his ears ringing. He was deaf for days. Recalling this incident, he said, “You had to keep your ears and eyes open at all times.”²⁰ Gallant joined the West Novas later, arriving in April 1944. It was likely at this time that the two met. Recently, when asked what he remembered most about Gallant, Arsenault said, “Hermas was a good friend.”²¹ He paused and seemed to be in deep reflection but did not expand further.

Both Arsenault and Gallant were present for the hard-fought battles of the Gustav, Hitler and Gothic Lines. On the front lines in the winter season, the soldiers were cold and uncomfortable. “The daily routine, both our own and the enemy’s, included manning all forward positions during the night, withdrawing to rest during the day in any building or caves that might be handy. [...] All personnel would rest with their boots on and weapons loaded, ready to move at short notice to their fire trenches.”²²

While the summer season in Italy was hot with beautiful blue skies, it was accompanied by clouds of flies and mosquitoes. Malaria was a looming concern. The soldiers traded their battledress for khaki denim. According to regimental history, this meant that there was a considerable “proportion of out-sizes and under-sizes and the usual comic

result until the process of exchanges between 'the short, the lean and the tall' [which] ... produced something like a fit."²³ In the context of the ongoing operations, another Italian Campaign veteran noted, "When you are part of a fighting battalion within a rifle company, your picture of the battle is somewhat limited, confined to the immediate area."²⁴ Arsenault and Gallant were concerned about their day-to-day survival and not worried about where they would be next. Gallant wrote to his family that he was able to visit St. Peter's Basilica in Rome while on leave in June 1944. However, as an infantryman, he faced an ever-present threat to his life. In a letter written to his sister three days before his death, he concluded with these words:

Source: Arsenault family collection



Hermas Gallant (left) and Edmond Arsenault (right), 1944.

[...] I hope that you are getting good news on the radio about the war. It's not going to last too long now, I hope so. Pray for me to get through it unharmed [sic] and healthy. [...] Best regards to father and mother, love Hermas.²⁵

THE "GATE CRASH" OF THE GOTHIC LINE

At the end of August 1944, the Allies were planning to breach the Gothic Line, a series of deep German defensive positions. The Canadians faced a sector of the line built between the Adriatic Sea and the Apennine Mountains.

The commander of the Eighth Army, General Leese, saw an opportunity to exploit. He called for a "gate crash" of the line by waging an immediate infantry attack.²⁶ For the West Novas, the opening of the battle on 30 and 31 August 1944 remains controversial. G.W.L. Nicholson described this as a "sad debacle."²⁷ The men of the battalion walked into a killing ground. There was little preparation and no support, possibly because of the assumption that the Gothic Line was unoccupied by the Germans.²⁸

After crossing the practically dry Foglia River, the battalion entered a vast minefield. Soon, the soldiers began to experience the "agony" of mines exploding under their feet while others exploded waist-high after the tripwires were disturbed.²⁹ This caused the Germans to come to life, making it clear that the line was manned and that its killing ground would be effective. The soldiers "staggered helplessly," under fire from the enemy's automatic weapons, mortars, and artillery.³⁰

Incredibly, despite the chaos of the battle on the morning of 31 August 1944, Arsenault remembers wondering where his friend was and suddenly coming face to face with Gallant. A bullet had almost struck him. He jokingly asked Arsenault how hunting was that morning. Gallant laughed as he moved away. Ten minutes later, he was killed by a landmine.³¹ Desperate attempts were made to find a way through the minefield.³² After failed attempts, the survivors withdrew across the Foglia under cover of smoke.

Chaplain Laurence Wilmot, MC, led the valiant efforts to rescue wounded men with the stretcher-bearers in the minefield. He recalled the devastating effects of the Gothic Line minefield and killing ground:

Some forty men had lost feet from Schu mines, while others had received wounds from machine-gun, shell, mortar fire, or shrapnel from S mines. Some were entangled in barbed wire and surrounded by mines. One young man, whom I shall never forget, lay tangled in wire and wounded by both mines and shrapnel. He called out to me as I approached, "Padre, for God's sake, don't come near me, the place is loaded with mines. Someone has to stay alive to return and tell the people at home what hell they sent us into." I replied that I hoped, by God's grace, to live through this, but that now we needed to get him out of there and carry him back to safety. It was a sticky situation to cut the wire and bind up his wounds, all the while stepping around Schu mines. We did manage to get him out and carry him back, but I doubt he survived.³³

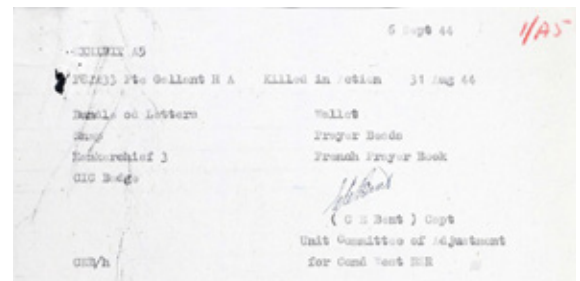
Later, when the line had been breached, Wilmot led the recovery of the deceased. He may have recovered Gallant.³⁴ He wrote a letter of condolence to the Gallant family,

stating: "I am so sorry; such news is so much harder when by all appearances the war is so near to ending, yet it is only by continuing the struggle to the end that a victory worthy of the sacrifices made can be won."³⁵ Without mentioning the desperate situation in the minefield, Wilmot tried to show Gallant's death in a favourable light by writing: "Your son was a splendid soldier and gave his life along with others in a heroic attack upon a heavily defended machine gun post."³⁶ This embellishment may have helped Gallant's family. Finally, to offer one last comfort, the chaplain added that there had been a religious service shortly before going into action and that "your son had his prayer book in his pocket."³⁷ The family still has this prayer book and other possessions, which were returned to them weeks after his death. While Arsenault returned to his family, Gallant's family received his blood-stained possessions.

The "sharp repulse" at the Foglia River left the West Novas with 19 killed and 59 wounded.³⁸ There would be more hard fighting and casualties later in the push north to Rimini and beyond the Po Valley. In early December 1944, B Company witnessed the death of its well-respected leader, "one of the finest infantry fighters in the Canadian Army,"³⁹ Major Harvey Jones, MC.⁴⁰ During the three weeks of fighting on the Gothic Line, 330 members of the West Novas died or were wounded, including 21 officers. Not a single platoon commander survived unscathed.⁴¹

In March 1945, the 1st Canadian Division completed its move to the European theatre of operations. Upon the departure of the regiment from Italy, Wilmot recalled, "[...] we were leaving behind us in Italy the bodies of some of the finest men we had ever known, men whom we had come to know better than our own kith and kin because we had shared with them the common torment and distress of war and had been with them under all kinds of adversity and danger."⁴² It is for these reasons that veterans always remember their lost friends.

The West Novas joined 1st Canadian Army operations in Belgium and the Netherlands to end the war from March to May 1945. On the morning of 7 May 1945, a convoy comprising the West Novas and three other battalions was travelling to Delft. They mistakenly entered The Hague, where they "were hailed as the liberators of Holland." The Dutch were "wild with excitement" and mobbed all the trucks in the convoy.⁴³ This made it apparent to all ranks in the regiment that the last years of struggle were worthwhile.⁴⁴ Arsenault remembers the oddity felt at the end of the war. He emerged from a slit trench and saw that "everybody was out of their hole, walking around and even waving at the Germans. They would wave back at us. It was a funny feeling."⁴⁵



Itemized list of Gallant's belongings, 6 September 1944.



Hermas Gallant's rosary and prayer book.



Hermas Gallant's wallet.

**CANADIAN ARMY (ACTIVE)
DISCHARGE CERTIFICATE**

This is to Certify that No. 731516 (Rank) Private
 Name (in full) EDMOND ARSENAULT entitled OFFICER
 Employed in the 2ND CANADIAN INFANTRY
 day of 1946
 He served in Canada UNITED KINGDOM WEST NOVA SCOTIA REGIMENT
 and is now discharged from the service under Order 1002 (3011) by reason of
TO RETURN TO CIVIL LIFE - "DEMOBILIZATION"
 Medals, Decorations, Mentions 1939-45 ST. LOUIS STAR, FRANCE-GERMANY STAR
INVESTED IN RESPECT OF SERVICE CANADIAN VETERAN SERVICE MEDAL AND CLASP
 during this war
 Age 21 YEARS 1925 Marks or Scars Scar in Testicle
 Height 5 Feet 10 Inches
 Complexion Fair
 Eyes Grey Other Active Army Service (This War)
 Hair Dark Brown
 Date of Discharge 18 March 1946
 Date 18 March 1946

NOTE.—As no duplicate of this Certificate is issued, any person finding same is requested to forward it in an unopened envelope to the Director of

Edmond Arsenault, Canadian Army Discharge Certificate, 18 March 1946.

POST-WAR

Chaplain Wilmot exemplified the attitude of many veterans after the Second World War, remembering: "My war was over at last, and I happily turned my thoughts to the challenges of civilian life."⁴⁶ Arsenault was demobilized in March 1946 and remembers his return to PEI fondly. His brother met him at the train station in Wellington, PEI, on horseback.⁴⁷ Proud of his service in the Army, Arsenault carried his Canadian Army discharge certificate in his wallet for decades—only recently did his family suggest removing it for safekeeping.⁴⁸

After the war, Arsenault worked at the airport in Summerside, PEI, for two years. He and Melda Cormier were married on 14 July 1948. Melda's brothers had settled in Toronto, Ontario. They suggested the couple join them because that city had more employment opportunities. After arriving in Toronto, the Arsenaults worked as majordomo and housekeeper in a household.⁴⁹ Six weeks later, Arsenault found employment at the Ford manufacturing plant in Oakville, Ontario. He began work as a welder and retired 28 years later as a line inspector.⁵⁰ The couple had three children and celebrated their 74th wedding anniversary in July 2022.

What course would Gallant's life have taken if he had come home? It is impossible to say. He had written in an Army form that his interest was to become a truck driver.

Gallant's niece, Jeanne, thinks he would have become a fisherman since this was always an important profession in the family. He would likely have remained in touch with Arsenault and their friend Ned DesRoches, another West Nova veteran. An odd coincidence resulting from Gallant's death was that Loretta Maddix, Gallant's sweetheart, and Ned DesRoches married decades after the war, after both were widowed.⁵¹

Veterans often feel that only their comrades understand what they witnessed and did during the war and how they endured it. Tim Cook has written that veterans found "...the war never left them, lingering until it crept forward from the depths, biting and scratching."⁵² According to the Regimental Association, West Nova Scotia Regiment, as of summer 2021, nine regimental Second World War veterans are left.⁵³ In 2019, Arsenault stated that he had kept in touch with two or three veterans who fought with him during the war but that they were all gone. He remarked, "I have no one left to speak to about the war."⁵⁴

REMEMBRANCE

Antoinette Richard, Gallant's sister, remembered the dreadful news of her brother's death being delivered to the family home. It was a shock to the family. Years passed before they accepted that he would never return. Jeanne Gallant became intrigued by her uncle's memory from a young age. Her mother often spoke about her brother Hermas. She remembers that the pain the family felt was real and tangible. Later, Jeanne became a school principal and incorporated her uncle's memory into Remembrance Day activities, always including his photo.⁵⁵ Jeanne Gallant remembers meeting Arsenault for the first time at the Legion in Wellington, PEI. Arsenault began to cry when the Gallant family was introduced as the relatives of his friend Hermas.



Edmond Arsenault

Source: Veterans Affairs Canada



Edmond Arsenault, Apeldoorn National March Past and Liberation Festival, the Netherlands, 9 May 2015.

In September 2015, Jeanne Gallant and her family visited the Montecchio War Cemetery in Italy, where her uncle is buried. They were the first members of the family to return since 1975. She remembers the visit as a moving and emotional experience. Even after the visit, it was difficult for her to describe how it made her feel. They left an Acadian flag on his grave.⁵⁶

Arsenault participated in events to mark the 70th anniversary of the end of the Second World War, including the 9 May 2015 Apeldoorn National March Past and Liberation Festival. While there, he met a current member of the West Novas. Corporal J.L.J. Draper later wrote that he was “very honoured” to be in the presence of the veterans. Members of the Canadian Armed Forces marched behind the veterans during the parade, and for Draper this was “my proudest day in the military.”⁵⁷ There was a definite feeling of “passing the torch” of remembrance as the event was described as “the last” liberation parade because of the declining ranks of Second World War veterans.⁵⁸

Arsenault returned to Italy in December 2019 as part of the official Canadian delegation marking the 75th anniversary of the Italian Campaign. The 93,000 Canadian participants of the Italian Campaign were represented by 15 veterans.⁵⁹ Before leaving for Italy, he thought he would experience “a lot of memories” once there.⁶⁰ Arsenault visited the Montecchio War Cemetery on 5 December 2019 and paid his respects to his friend Hermas. The experience was emotional.

CONCLUSION

The contrast between Edmond Arsenault’s long life and Hermas Gallant’s, which ended so early, epitomizes the cruel reality of the Second World War. Some were “lucky,” others not. During the war, Arsenault thought he would be the first member of his immediate family to die.

Source: Veterans Affairs Canada



Edmond Arsenault at the Ravenna Commonwealth War Cemetery, Italy, 4 December 2019.

However, he will be the last, outliving his brothers and sisters.⁶¹ Arsenault considers it incredible that so many of his peers did not have the chance to have a long, fulfilling life like his own.⁶² Even after 76 years, Arsenault remembers those killed and wounded in Italy and Northwest Europe. He often repeats that the West Novas lost hundreds of men and alludes to a sense of devastation.⁶³

Not long before his death, Chaplain Wilmot remarked: “I would want future generations to know that their fathers and grand-fathers went to a war that [...] had to be fought.”⁶⁴ Despite their courage, Second World War veterans remained humble. Harry Eisenhower, a former Second World War commander of the West Novas, reflected on his long life and wrote: “I look back upon a life which I hope was not entirely misspent. Perhaps I am the epitome of the adage, ‘old soldiers never die, they simply fade away.’”⁶⁵ Soon, this generation will be gone, but their memories must remain as a reminder of their sacrifices and the terrible cost of war. The loving and proud families of Edmond Arsenault and Hermas Gallant have never forgotten their sacrifices. They will always remember. Canadians should remember them too. 🍁

ABOUT THE AUTHOR

Jean-François Born, M.A., is passionate about Canadian and military history. He earned a master’s degree in history from the University of Ottawa in 2008. His articles have appeared in *Canadian Military History* and *Le Chaînon*. He is a board member of the *Mouvement d’implication francophone d’Orléans* and the *Association du patrimoine familial francophone de l’Ontario*. A public servant, he was a Department of National Defence analyst (Chief of Force Development) and a defence scientist with Defence Research and Development Canada (Strategic Joint Staff), and he is currently employed as an analyst at Transport Canada.

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31. Interview, Edmond Arsenault, 22 July 2021, and Nick Arsenault, 11 November 2015.
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START WITH WHY:

Selection and Maintenance of the Aim on Exercise MAPLE RESOLVE

Lieutenant-Colonel Chelsea Braybrook, CD

Lieutenant-Colonel Jesse van Eijk, CD



BACKGROUND

Exercise (Ex) MAPLE RESOLVE is the largest, most complex and highly resourced annual force generation (FG) exercise conducted by the Canadian Army (CA). The aims and focus of the exercise have changed over time, with it being taken as a given that the exercise is essential and that its conduct is critical to ensuring that CA soldiers are ready to deploy in any capacity.¹ This article offers that the CA should articulate very clearly *Why* it is doing Ex MAPLE RESOLVE so that it can properly define the *What*, *Who*, *When*, and *Where*, that drive the *How* (*Exercise Design*). The situation in the CA is always changing—topically with Canadian Armed Forces (CAF) Reconstitution—and the CA should be challenged to re-examine their *Why* through every annual planning cycle. Being clear on the *Why* enables the *Selection and Maintenance of the Aim*, the most critical principle of war.



Source: Combat Camera

INTRODUCTION

The transition to the CA's adapted managed readiness plan (AMRP) saw 1 Canadian Mechanized Brigade Group (1 CMBG) enter the build phase immediately after completing the previous high readiness phase. As a consequence, between 2016 and 2021, the brigade (bde) provided the primary training audience (PTA) for Ex MAPLE RESOLVE three times and completed two force employment (FE) cycles. The authors specifically have combined experience on Ex MAPLE RESOLVE as a platoon commander, second in command (2IC) of an administration company (coy), officer commanding (OC) of a mechanized infantry rifle coy, 1 CMBG G3 (both authors), and 1 CMBG chief of staff (COS) as well as supporting as an observer, controller, trainer (OCT). In their garrison roles, the authors have seen the impacts of this exercise, both on the forces being trained as well as on the overflow of tasks onto the rest of the CA. Given this background, the authors provide some insight into what Ex MAPLE RESOLVE should be considering the current CA force structure, managed readiness plan and estimates around the impacts of CAF Reconstitution.

In its largest format, Ex MAPLE RESOLVE costs the equivalent of the annual operating budget of all three CMBGs combined, making it by far the most expensive FG activity on the CA training calendar. It also represents tens of thousands of soldier-days away from unit duties, home, and families and generates significant wear on critical fleets. A Canadian Forces Task Plans and Operations review of Ex MAPLE RESOLVE 19 indicates that the field training exercise (FTX) portion alone generated 4,693 distinct tasks totalling 117,459 soldier-days.² However, despite the enormous resource investment, the precise aim of this exercise remains unclear.

This has created the impression that Ex MAPLE RESOLVE exists through institutional momentum and grows year over year based on unconstrained appetite for size, irrespective of cost or training value. While this is unlikely to be the case, it is pertinent to pose the following questions:

- Is Ex MAPLE RESOLVE a large-scale professional development (PD) training exercise that exposes participants to battle-group- (BG) and brigade-level operations in the field?
- Is it an experimentation opportunity to trial new concepts in doctrine and interoperability?
- Is it a validation activity to declare forces ready for the North Atlantic Treaty Organization (NATO) contingency operations, including the NATO Readiness Initiative (NRI) and enhanced NATO Response Force (eNRF)?

- Is it a showcase exercise to highlight CA capabilities and attract joint and multinational partners?
- Is it focused Theatre Mission Specific Training (TMST), which prepares and validates forces for a named operation?

In short: Why is the CA holding Ex MAPLE RESOLVE? Without answering the broader question, it becomes challenging to properly define the *Who, What, When, and Where* that drive the *How (Exercise Design)*, and the exercise risks violating the most critical principle of war, *Selection and Maintenance of the Aim*.

DEFINE THE WHY

The first question that needs to be answered with respect to Ex MAPLE RESOLVE is: Does the CA need it at all?³ It could be argued that the CA vital ground of combat team (Level 5) training can be delivered at unit level and that the key terrain of brigade group (Level 7) training is better delivered at Ex UNIFIED RESOLVE in a computer-assisted exercise.⁴ The Commander of the Canadian Army (Comd CA) has directed that Ex MAPLE RESOLVE will continue and will be executed by a PTA at BG level (Level 6) until at least 2025, so this paper will not seek to answer this question.⁵

With Comd CA directing the continuation of Ex MAPLE RESOLVE at BG level, the aim can be appropriately scoped. A brief analysis of the potential aims identified above includes the following possibilities:

- *A large-scale PD training that exposes participants to BG- and bde-level operations in the field.*
- *An experimentation opportunity to trial new concepts in doctrine and interoperability.*
- *A showcase exercise to highlight CA capabilities and attract joint and multinational partners.*

The resource investment for Ex MAPLE RESOLVE makes these aims unsuitable. Though there may be some secondary effects along these lines of effort, it is inefficient in a time of fiscal and human resource constraints to consume the scale of resources in play for a multiple BG FTX to achieve PD, experimentation, or international/joint engagement outcomes as an overarching aim. The remaining potential aims include the following:

- *Focused TMST that prepares and validates forces for a named operation.*

The transition to the AMRP, which sees two iterations of the active posting season (APS) between Ex MAPLE RESOLVE and committed phase deployments, by itself renders this aim untenable. Following Ex MAPLE RESOLVE 21,

the COs of both manoeuvre BGs, CO 1 Svc Bn, OC Recce, as well as the COS, G1, G2, G3, G4, and G5 were posted immediately. In addition, the divergent mission sets associated with the committed phase would make the design of a single exercise appropriate to all extremely challenging. The final potential aim is as follows:

- *Ex MAPLE RESOLVE is a validation activity that declares forces ready for NATO contingency operations.*

This aim seems most suitable given the positioning of Ex MAPLE RESOLVE in the AMRP. However, the concept of validation bears some further scrutiny. As there are no other high readiness forces available in the CA, the BGs on Ex MAPLE RESOLVE will be the forces assigned to NATO contingency readiness. Constructing Ex MAPLE RESOLVE as a “pass/fail” validation check consequently has limited value. Ex MAPLE RESOLVE should therefore focus on training and learning, ensuring that the BGs leave better than they arrived, armed with the tools to continue improving throughout the contingency phase. The senior leaders employed as validation authorities would provide greater value as mentors.

Given the analysis above, it is recommended that the initial aim of Ex MAPLE RESOLVE should be to train BGs so that they are ready for FE on NATO contingency operations.

RUTHLESSLY PRIORITIZE THE WHAT

Comd CA has directed that leaders must “ruthlessly prioritize what can be accomplished and where we can accept risk.”⁶ Historically, Ex MAPLE RESOLVE has sought to include a wide scope of battle task standards (BTS) and scenarios, from humanitarian assistance and disaster relief (HADR), to stability operations, to counter-insurgency (COIN) against an asymmetric threat, to major combat operations against a peer opposing forces (OPFOR). Ex MAPLE RESOLVE 19 started with a three-day stability operation that transitioned to major combat operations concurrent to an asymmetric insurgent rear-area threat. That left the brigade headquarters (HQ) unfocused and significant combat forces consumed stabilizing towns while the brigade was engaged in combined arms battles at disadvantageous force ratios down the trace.

Unconstrained inclusion of BTS results in an exercise that sacrifices tactical realism to ensure a bespoke inject is scripted for every BTS checkbox. In practice, these injects have become so repetitive and inserted at such unsuitable intervals that they are something of a running joke within the CA writ large (i.e. “Here comes the downed helicopter again. Is that before or after the mass grave?”). This phenomenon manifested on Ex MAPLE RESOLVE 21, where there was emphasis placed on the ability of civilian actors to smuggle weapons in the trunks of their cars past BG defensive positions. The following question was not addressed: Why would a commander dilute their

combat forces and possibly sacrifice readiness within the position in order to stop a car with three AK-47s in the trunk while the BG was under direct threat of enemy rocket artillery and tank battalions? The answer is that they would not, but a lack of ruthless prioritization of important BTS led to continued attempts to exercise stability operation tasks in an unsuitable scenario.

Briefly, the BTS list needs to be prioritized and pared down to what is important and can be resourced with appropriate forces and time. For example, if an area defence is exercised, then sufficient time must be allocated for siting, occupation, preparation, and routine in the defence prior to major engagement with the enemy. These aspects need to be factored in, and once the time required to properly exercise prioritized BTS reaches the determined length of the exercise, as limited by factors to include finance and enabler availability, no more BTS may be added.



Source: Combat Camera

Ex MAPLE RESOLVE should therefore focus on training and learning, ensuring that the BGs leave better than they arrived, armed with the tools to continue improving throughout the contingency phase.



Source: Combat Camera





Given the increasing likelihood of major peer conflict, BTS for major combat operations, namely defensive, offensive, and transition operations, must be exercised on Ex MAPLE RESOLVE as a priority. Given the associated difficulties of doing these right, and the consequences of getting them wrong, they should in fact be the only BTS exercised during the sole opportunity that the CA has to put multiple BGs in the field. These BTS can only be properly exercised with the scale of forces afforded by Ex MAPLE RESOLVE, whereas HADR, COIN, and other TMST events can be trained on smaller exercises. In summary, Ex MAPLE RESOLVE should focus on core battle-winning BTS.

BE RIGOROUS ABOUT THE *WHO*

There must be a direct linkage between participants and the operational outputs trained through BTS. The *Why* and the *What* must come before the *Who*. This paper argues that Ex MAPLE RESOLVE must train BGs in core battle-winning BTS so that they are ready for FE on NATO contingency operations. To do that, the PTA must control credible conventional forces. To illustrate, Ex MAPLE RESOLVE 19 did not adhere to this concept and saw three PTA BG HQs:

- 2nd Battalion, Princess Patricia's Canadian Light Infantry (PPCLI);
- 3 PPCLI; and
- Lord Strathcona's Horse (Royal Canadians).

Despite the aspiration to put three BGs in the field, personnel and equipment limitations resulted in there being only eight(-) manoeuvre sub-units for them to control:

- four mechanized infantry companies with limited dismounts;
- one understrength armour squadron that often fielded less than 10 tanks; and
- three light infantry companies.

As rear-area security tasks consumed a sub-unit, BG HQs on average controlled 2.3 understrength sub-units (approximately a combat team), which resulted in unrealistic training and poor lessons learned. The dynamic identified above was exacerbated by the desire to have a bespoke OPFOR, which, as a result of the same limitations, was limited to a single understrength mechanized infantry company and a UK light company. This OPFOR was unable to mass sufficient manoeuvre forces to pose a credible threat to the PTA, and the "multiple lives" and other mechanisms used in an attempt to increase the perceived size only led to additional problems with battle tracking while reducing tactical realism.

Constraining exercise participants to a PTA of two BGs, who compete or collaborate depending on the specific scenario, trains the forces allocated to NRI and eNRF and allows these BGs to control a reasonable number of sub-units while fighting a credible OPFOR and learn good lessons. This model, despite constraints on OCTs and activities imposed by COVID-19, was extremely well received by BG commanders on Ex MAPLE RESOLVE 21. Any concept that draws forces from the PTA, to include adding a third BG or a distinct OPFOR, should be resisted.

It may be argued that adding a third, non-PTA, OPFOR BG provides simplicity in exercise design and execution. However, that argument results in increased cost, increased tasks, reduced realism, and reduced forces available to the PTA. The complexity of having PTA play both BLUEFOR and OPFOR is well worth the added training value associated with having healthy BGs and the related task reduction.

Participant control also frees the lead mounting division (LMD) to do more and better. In 2021, with only two BGs on Ex MAPLE RESOLVE, there were sufficient remaining forces within 3rd Canadian Division (3 Cdn Div) to support the exercise without tasks to other divisions. Additionally, 3 Cdn Div was able to maintain domestic operations readiness, support Operation VECTOR, maintain baseline institutional requirements without accepting excessive risk, and provide dedicated forces to preparing subsequent live fire ranges.

Allies, enablers and additional forces from within the LMD should be included in Ex MAPLE RESOLVE only if they directly support prioritized BTS. The inclusion of additional enablers and multinational partners for the purpose of demonstrating interoperability or experimentation, or for other reasons, tends to re-direct resources, add complexity, and reduce the laser focus on the training of the PTA that is required. To sum up, the authors recommend that Ex MAPLE RESOLVE participants consist of two BGs and only those enablers and allies critical to exercising prioritized BTS.

THE *WHEN* MUST ENABLE PROGRESSIVE TRAINING

Having established the *Why*, *What*, and *Who* of Ex MAPLE RESOLVE, it is worth considering and reflecting upon the *When*. Though the basic time of year is likely fixed by factors such as APS and weather conditions, there is greater flexibility in the sequencing of Ex MAPLE RESOLVE with the other critical enhanced warfighting proficiency (EWP) element of combat team (Level 5) live fire.

The CA has an acknowledged problem with leader tempo and availability, and CMBGs do not have protected time for foundation training up to sub-unit level (Level 4).⁷ Based on the feedback from OCTs and the authors' own experiences, this problem manifests in Ex MAPLE RESOLVE when BGs, that are supposed to be focused on BG (Level 6) BTS, are hampered by issues with basic skills at the section to

Source: Combat Camera



sub-unit levels. For the 2021 EWP cycle, 1 CMBG created unit time at Wainwright before Ex MAPLE RESOLVE to protect section (Level 2) to combat team (Level 5) dry training, and scheduled live fire as a subsequent activity in the following model:

- Ex AGILE RAM 1 – BG controlled dry training up to L5 dry;
- Ex MAPLE RESOLVE 21; and
- Ex AGILE RAM 2 – Enhanced Level 3 (EL3) and L5 live fire.

This model can be optimized to allow for L2–5 weapons effects simulation (WES)-enabled training, longer BG battle procedure prior to Ex MAPLE RESOLVE, and sequencing of the live fire after dry, which is logical and in accordance with CA doctrine.⁸ That sequencing ensures that experienced, cohesive combat teams arrive at the L5 live fire ranges ready for CA vital ground training. Critically, it gives our soldiers and leaders every opportunity to validate tactics, techniques and procedures and build confidence before they embark on the inherently dangerous pursuit of combined arms live fire. In short, Ex MAPLE RESOLVE should occur as a gateway to combined arms live fire.

CONSIDER THE WHERE

Though Wainwright provides many advantages in terms of exercise control and WES infrastructure, it may not always offer the best solution. A deliberate annual analysis should consider whether a distributed model would better serve needs, given the prevailing circumstances. In the final analysis, however, the *Where* of Ex MAPLE RESOLVE is less relevant if the areas discussed above are adequately addressed.

CONCLUSION

Ex MAPLE RESOLVE involves substantial investment in terms of money, equipment, and, most importantly, people. CAF Reconstitution makes it increasingly crucial to execute the exercise with a clear definition of its aim. Once defined, all the involved stakeholders

must relentlessly pursue the aim without allowing any divergences or distractions. The soldiers of the CA would benefit considerably from an exercise focused on the skills that will enable them to live and win in the brutal competition of modern mechanized warfare.

Based on the discussion and analysis above, the authors maintain that the aim of Ex MAPLE RESOLVE should be to train two BGs with appropriate enablers in core battle-winning BTS, in a major combat operations scenario, so that they are ready for combined arms live fire and FE on NATO contingency operations. Any concept, initiative, or other priority that deviates from this aim may not offer the appropriate, relevant and expected results. If Ex MAPLE RESOLVE is focused on training the PTA, resourced within the LMD, and constrained to relevant BTS, it will achieve participant buy-in and become the exercise that the CA needs to prepare to win the most important fight. 🍁

ABOUT THE AUTHORS

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RESPONSE TO “REBUTTAL: CAPTAIN NELSON’S ARTICLE ‘THE INFLUENCE OF THE OPIUM TRADE ON CONFLICT WITHIN AFGHANISTAN’”

Major Thomas Nelson

I greatly appreciate that Lieutenant-Colonel (LCol) Philip Halton¹ took the time to review my article, “The Influence of the Opium Trade on Conflict within Afghanistan.”² However, there are a few points to which I must respond. Before I begin, it is fair to say that the title of my article can be regarded as misleading. To clarify, the article was not meant to be a comprehensive study of the history of opium in Afghanistan. Instead, it intended to provide a condensed explanation of the period in which Afghanistan was a major player within the global illegal opiates market. It also aimed to shed light on ways in which the counter-insurgency efforts failed to address the challenges that the narcotics business generated.

LCol Halton’s argument about the Afghan opium trade being a global phenomenon prior to 1979 is in and of itself true. However, its overall significance in comparison to other opium producers should not be overstated. The records of Afghan opium production were limited until relatively recently. A 1949 United Nations (UN) report estimated that the area of cultivation and quantity of tonnage produced in 1932 were approximately 3,846 hectares (ha) and 74.5 metric tons (t), respectively.³ These figures were considerably less than the three largest producers in the report—Iran (1937: 22,305 ha and 521 t), India (1937: 10,678 ha and 228.3 t), and Turkey (1938: 28,000 ha and 216.3 t).⁴ Moreover, the figures were far below the levels of 1994 (71,000 ha and 3,416 t), let alone 2020 (224,000 ha and 6,300 t).⁵ As noted in a 1972 UN report, Afghanistan’s role in the illegal global market appeared to be on the rise prior to 1979.⁶ The report also highlighted concerns about increasing illegal exports from Afghanistan as

a result of the shrinking Turkish supply.⁷ Having noted that, Afghanistan’s rise to become the dominant producer of opium clearly coincided with the political instability following the 1979 Soviet invasion.

To respond to LCol Halton’s criticism that I failed to highlight the significant collaboration between the Afghan government authorities in the opium trade, I must mention that my article explicitly cited the involvement of the brother of the former President of Afghanistan, Hamid Karzai, in the business. I repeatedly referenced the corrosive effects of government corruption as a result of officials’ and associated allies’ connections to the drug trade.⁸ Evidently, both illegal armed groups and the Afghan government officials were involved in the trade. Notably, the government’s involvement undermined its authority and created conflicts of interest when conducting its own counter-narcotics operations.

To conclude, I would like to reiterate that there are inherent traits within the narcotics industry/trade that must be specifically considered and addressed for counter-insurgency operations to be successful. Like any industry, narcotics manufacturing and trade can be used to assist in state formation by providing a source of income and employment to the local population as well as the governing power. Unlike most other industries, narcotics are uniquely well-suited to the support of rebel groups and insurgencies.⁹ The crops can be grown away from government centres. The manufacturing requires minimal infrastructure, can be moved with little difficulty, and does not require a large, well-educated workforce. Likewise, the



goods themselves are relatively easy to hide and transport. It is these qualities that make the narcotics trade potentially pernicious within the context of a conflict, and it is for this reason that greater attention must be given to countering the adoption of the narcotics trade by our opponents. 🌱

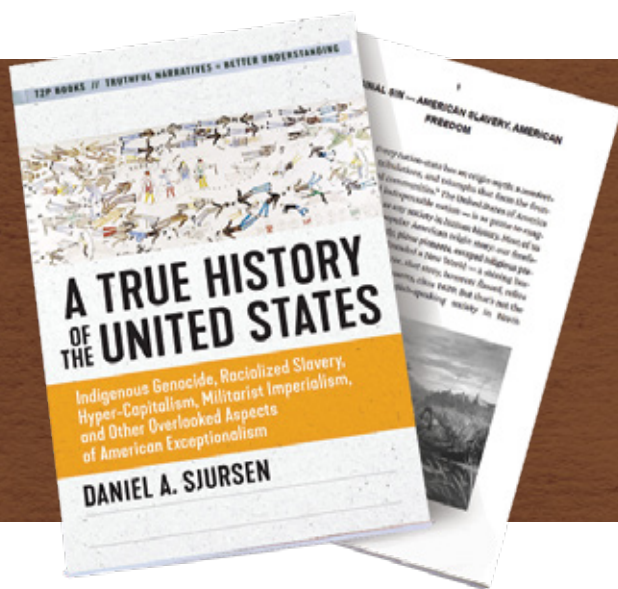
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Source: Department of National Defence



A TRUE HISTORY OF THE UNITED STATES: Indigenous Genocide, Radicalized Slavery, Hyper-Capitalism, Militarist Imperialism, and Other Overlooked Aspects of American Exceptionalism

BIBLIOGRAPHICAL INFORMATION:

SJRUSEN, Daniel A., New Hampshire: Steerforth Press, 2021, 688 pages.

ISBN: 9781586422530

*Reviewed by Captain Alexander Landry, M.B.A.,
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In the twilight of various missions to the Middle East, notably Afghanistan and Iraq, Western nations now turn to other issues concerning domestic responses and future potential conflicts. These nations contemplate such future events while also mired in introspection regarding professional and ethical culture arising from various events over the past decade that concern not only their armed forces, but also their collective societies. It is during this period that Daniel A. Sjrursen has published *A True History of the United States*, a strongly worded narrative of American history that specifically seeks to remain outside the diluted storyline generally taught in classrooms. Ultimately, the author looks to close “the gap between what scholars know and what students learn” regarding American history, and he presents his ideas in a compelling form that is accessible to non-historians.¹

Sjrursen, a retired U.S. Army officer who served several tours in the Middle East, was motivated to produce such a narrative while teaching history to cadets at West Point. During his time as a professor, he was confronted with the fact that many future leaders of the nation were under-educated about the basic history of the country they had enlisted to defend.² Given his previous experience serving abroad as a military officer, Sjrursen’s views are of particular interest to soldiers and officers of any Western military, as he outlines the foundation for many of the decisions that have led their actual deployments and service across recent generations. Accordingly, Sjrursen states that “the stories we tell about ourselves and our forebears inform the sort of country we think we are, the public policy we craft, and even what we imagine possible.”³

Sjrursen divides the narrative of *A True History of the United States* into thirty-seven chapters that chronologically follow the events of American history leading up to the 2016 presidential election. Along the way, segments of the book attempt to explain what actually led to the

election’s results, but that is by no means the book’s overall focus. In fact, throughout his unabashed depiction of events, Sjrursen endeavours to show how previous events in American history are comparable to those of today. In one pithy example, he compares the modern-day practice of stoning in countries such as Saudia Arabia with the execution of accused witches in Massachusetts many generations ago. Another, which hits particularly close to home for Canadians and remains relevant to the 2021 fall of Afghanistan, is the comparison of the patriots’ night letters during the initial pre-Revolutionary War period to apathetic or unsympathetic locals, similar to the tactics used by the Taliban against locals cooperating with the occupying forces of International Security Assistance Force and its allied nations. Through such comparisons, the author is able to establish a framework that enables readers to truly understand the factors surrounding the events of the past, underlining considerations that would be missed in typical historical narratives.

From the first few pages of the book, it is clear that the author’s approach aims to shake the written narrative of American exceptionalism by leading the reader to understand adversarial points of view for specific key points of historical events. For example, Sjrursen leads readers to consider Stalin’s position following the Second World War and how his intent may not have been hegemony, as was proposed at the time, but rather national security during a period following various campaigns against the territory over the previous hundred years. After the USSR had been invaded by a European power three times along the same axis of advance within that time period, it sought to create a buffer region between itself and Europe. This is something the international community has seen repeated many times since, notably including the Chinese intervention in the Korean War and what is now being seen in Ukraine since the Russian annexation of Crimea in 2014.



The first Thanksgiving, 1621

Source: Wikipedia

Thus, although Sjursen is lavish in his commendation of specific acts in American history that have overall been beneficial to society, he is also critical of the current state of foreign affairs, specifically the events leading to today. Sjursen proposes that after World War II the United States and Russia saw the world differently. The Soviet Union viewed it through the lens of a ravaged and invaded nation that had been brought to the brink to stave off the German war machine, whereas the United States found itself in the position of a mostly untouched state that had been primarily involved in expeditionary intervention, except for the massive-scale attack that prompted their entry into the conflict. He then points out the similarity of Pearl Harbor and its aftermath to 9/11, the American re-entry into the Middle East in the early 21st century, and the current state of the region following two decades of conflict. The author notes the irony of the fact that the formation of NATO likely only diluted the hope for world peace and equilibrium, as the commitment to the protection of any of the allies essentially guaranteed large-scale global conflict moving forward—necessarily dividing the world into two or more parties.

Sjursen underlines these ideas and more when presenting the reality that the history of any single nation cannot be discussed fully without an understanding of how other nations have been affected, particularly when



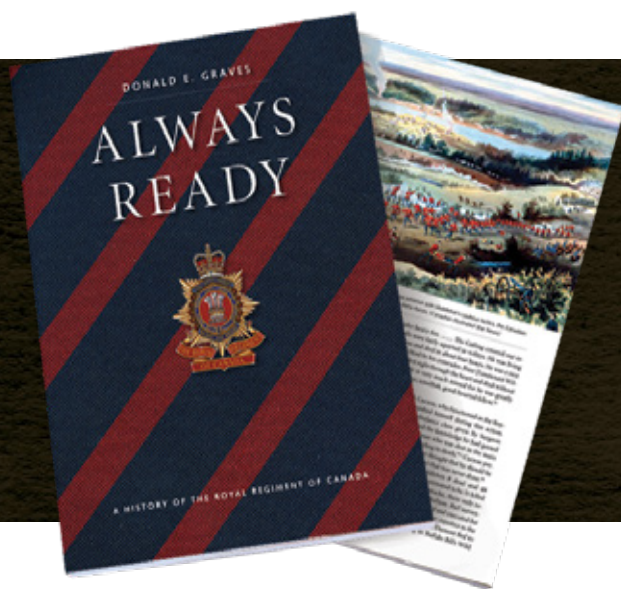
Source: nps.gov

Jamestown's swampy environs claim the life of yet another 17th-century English settler.

the discussion involves foreign policy and the nature of conflict on a global scale. Overall, he provides an incredibly detailed account of the history of the United States from its roots onward, while maintaining the reader's interest by relating past events to the issues we face today. Although it remains to be seen where future conflicts may emerge and how the Western world will seek to deal with them, *A True History of the United States* unapologetically provides foundational knowledge of how America arrived where it is today, which may likewise provide guidance on how issues should be approached moving forward. 🍁

ENDNOTES

1. Sjursen, *A True History of the United States*, p. VII.
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ALWAYS READY: A History of The Royal Regiment of Canada

BIBLIOGRAPHICAL INFORMATION:

GRAVES, Donald E., Toronto: The Royal Regiment of Canada Association, 2017, 562 pages.

ISBN: 978-0-9949922-0-8

Reviewed by Major (Ret'd) Murray Robertson, retired Reserve Infantry Officer.

At first glance, *Always Ready: A History of the Royal Regiment of Canada* appears to be yet another large, glossy coffee table book that chronicles the history of a typical Canadian Militia regiment. A superficial inspection of the book would seem to confirm that—there are numerous photographs, many in colour, occasional maps, and the narrative itself. Yet, the book is much more than that.

Always Ready is a series of extremely well-written and readable histories, all tied into Canada's military past, social history and development and set against the backdrop of the city of Toronto. It traces the development of the ever-perplexing Canadian Militia system, which, for all its shortcomings, has generally served Canada well throughout its many wars, "police actions," and peacekeeping operations. The book offers a wealth of information to anyone interested in any of these topics.

Graves deftly covers the historical development of a distinct Canadian military system post-Confederation. He dives deep to explain Canada's wars as seen through the eyes of one regiment and thousands of ordinary Canadian men and women who served in the various units that evolved into the Royal Regiment of Canada. The chronological evolution and growth of the city of Toronto form an important backdrop throughout the book. The author does justice to the subject by providing insights into the city's development while crafting a gripping historical narrative of the Royal Regiment. Perhaps *Always Ready* is a love story between a famous Canadian infantry regiment and its city.

Yet, *Always Ready* is primarily a history of the regiment with considerable details of its founding on 21 December 1861 at the Mechanics' Institute as the "Toronto Engineers and Mechanics Rifle Corps." Graves delves into the regiment's long and fascinating history, stretching some 161 years from its origin. He explores the history meticulously while offering an engrossing account of how the city and

the regiment have grown through the years. While not trying to recreate the numerous steps that went into the creation and evolution of the regiment as we know it today, suffice to say that the story is wonderfully told.

The book covers important individuals in the unit's history, detailing their significance and their contributions to the unit and the city. Key members of all ranks are included, along with numerous personal reminiscences and photographs of the individuals. The details regarding the continual efforts to house the unit, with descriptions and pictures of the many buildings utilized in the pursuit, are particularly intriguing. The close connections between the unit and the city are apparent in the book. Beyond that, the formation and continuation of the Band of the Royal Regiment of Canada—the oldest permanently organized band in the Canadian Armed Forces—is adequately covered.

When it comes to the city of Toronto, the book touches on crucial developments such as the building of the Bloor Street Viaduct, the construction of Union Station, the formation of the Liquor Control Board of Ontario (LCBO), and the construction of the Royal York hotel (now Fairmont Royal York). It discusses the impact of the Great Depression on the city when, out of a total population of over 600,000, only 120,000 Torontonians had access to some forms of relief. The book also includes the story of the construction of the Island Airport (now Billy Bishop Airport) as well as the Malton airport (now Toronto Pearson International airport), which was then well outside Toronto. No book that touches upon any aspect of Toronto can fail to mention the Toronto Maple Leafs. Expectedly, their story is beautifully woven throughout the pages of *Always Ready*.

The volume also deals with the operational history of the units that eventually became the Royal Regiment of Canada. Graves incorporates their first stumbling steps against the Fenian raids in June 1866, when raw, poorly equipped and

trained Canadian militiamen (not actually from the Royals, who showed up the next day) fought an organization of hardened veterans of the American Civil War, with unhappy but inevitable results. Fast forward to contemporary times, the book also chronicles the experiences of the regiment in providing members to the Canadian units that operated in Afghanistan from 2001 to 2014. No efforts were spared in detailing important historical events from the Royals' viewpoint. For instance, the Fenian raids, the Northwest Rebellion, the South African War, the Great War, World War II, peacekeeping and peacetime operations, and the War in Afghanistan are covered in depth with a relatively less detailed account of the Korean War.

Arguably the most significant event in the regiment's history—the Dieppe Raid—is thoroughly explored. That Operation JUBILEE was a poorly conceived and inadequately supported operation by the British and Allied High Command (including senior Canadians) serves to emphasize the extraordinary valour and sacrifice of the Canadian soldiers who were placed in that impossible situation. While the book concentrates on the efforts of the Royals, it also looks

at developments on other beaches, naval efforts, and the large air battle that raged over Dieppe on 19 August 1942. The excellent photos and maps included illustrate the utter hopelessness of the unfortunate and bloody battle. Numerous reminiscences, including from German defenders, are duly incorporated and make for an interesting read.

At Dieppe, 224 members of the Royal Regiment of Canada were killed in action, and 274 were captured, of whom 109 were wounded. Sixty-five Royals made it back to Britain, with 31 of them wounded. It was the highest single-day casualty rate suffered by any Canadian infantry unit during World War II. It rivalled the worst daily unit casualty rates recorded from the Great War. The book goes into detail about events after the raid: the plight of the prisoners of war, the reconstitution of the regiment, and events in Canada, including outstanding efforts by the commanding officer's wife and other wives in supporting families in need. The last word on Dieppe, included in the book as annex E, is an analysis of the minor scandal that came from the research presented by Terence Robertson in his book *The Shame and the Glory: Dieppe* (Toronto: McClelland & Stewart Limited, 1962).



In the trenches, 1915. Canadian troops in the frontline trenches are pictured here just after arriving in France. In a very short time, their trenches would take on a much more advanced state.

Source: Library and Archives Canada

One of the greatest strengths of the book is the amalgamation of individual stories of the members of the regiment from the very early days, along with other famous Canadian personalities who were instrumental in shaping the history of the Royal Regiment and Toronto. Almost all the reminiscences are illustrated with drawings and photos of the locations, events and principals involved. When combined, they make it easy for the reader to identify with the unit and the city and make the narrative compelling and gripping.

Overall, *Always Ready* is an exceptional work, full of interesting tidbits of Canadian history, with engaging personal narratives interwoven with photos, maps, and drawings, including many previously unpublished ones. One minor issue is that it is relatively challenging to find names of places mentioned in the narratives on the maps provided. Nevertheless, the maps themselves are well drawn. One of the discrepancies in the book is related to the Royal Navy battlecruiser that formed the most powerful element of the naval escort for the First Contingent of the Canadian Expeditionary Force on its way to Europe in 1914. While the book refers to the battlecruiser as HMS *Queen Mary*, the official history identifies the warship as the sister ship HMS *Princess Royal*.

At the end of the day, *Always Ready* cannot be recommended enough. The book is a treat for anyone interested in the Royal Regiment of Canada and the Canadian Militia, the city of Toronto, or Canadian history in general. Overall, it is a well-researched and well-written work of Canadian history that deserves an even greater readership than it already has. 🍁



Source: Library and Archives Canada

A 2-inch (50-mm) mortar (introduced in 1939)



Source: Library and Archives Canada

A "scarlet parade," Fort York Armoury, May 1960